AFRES COMMANDER'S HANDBOOK

Introduction

Being selected for a command position is one of the most rewarding, challenging and demanding duties one can experience in the Air Force Reserve. Not all officers are chosen for command and your selection is a conscious decision by senior leadership based on your demonstrated attributes and potential for increased responsibility. Being a Commander means more than just doing a job. It's a position of responsibility and accountability where self-sacrifice is a day-to-day occurrence with the spotlight always on you. Integrity and consistency are not "nice to haves" but are the main ingredients to being a successful commander.

This booklet will assist you in areas concerning your people and resources. No matter how much information goes into this kind of pamphlet, it is still not complete; it will take you and your personal involvement to make it complete.

Let me add a few thoughts from my command perspective. While there is no set recipe to assure leadership success, there are traits and actions that will most certainly enhance our probability for success. Be consistent, trustworthy, and predictable; yes, that's right predictable. The people you command will know what to expect when they excel and when they fall short. Accent the positive! I mean take time to let your outstanding people know that you appreciate them and their sacrifices. Spread that genuine appreciation to their families too. Conversely, take time to motivate the subperformer utilizing the immediate supervisor and the First Sergeant. When motivation doesn't work, then do what's necessary, and do it quickly. Know when to delegate and when to say, "The buck stops here." Never allow anyone or anything to jeopardize your integrity. Treat your people with dignity and fairness and ensure they understand their role in the unit's mission. Get quality people to give you technical advice; then YOU make the decision. Treat this special duty of yours not as just a job, but as a profession, be a leader of people and be seen at the front.

Best wishes and never forget that commanders are vested with an absolute mandate to lead by example at ALL times.

ROBERT A. MCINTOSH, Maj Gen, USAF
Commander

Forward

This handbook is designed as a guidance package to help you in performing your duties and responsibilities as a commander. Its primary intent is to function as a desk top reference by offering a general understanding of "where to go" in a given set of circumstances. Chapter One provides an overview of a commander's duties and responsibilities. Chapter Two provides some previous experiences for managing your personnel. Chapter Three provides a summation of the policies and procedures for dealing with military personnel. The heading of each topic lists the directorate responsible for the information and where to go for further help. Chapter Four is similar, but deals with civilian personnel.

Because the Air Force Reserve is a dynamic organization, this document will be in constant review and update. Even as we finalize the handbook many Air Force publications are in the process of being rewritten and redefined. Please remember to take these changes into account when using this resource.

Your suggestions will be of great value in preparing future editions of this handbook. You are encouraged to suggest any new topics or information that you would like to see included. Together we can build a quality product that will be of benefit to all concerned.

HARVEY 0. ROSENMEIER
Chief, AFRES Professional Development Center

This handbook is designed as a guidance package for commanders. As a guide it should offer a general understanding of "where to go" under a given set of circumstances. It is recognized that the decision making aspect of command has been acquired through experience, training and common sense. This handbook should only be used to supplement that background. To that end, the primary intent of this handbook is to become the immediate desk top reference for the commander who is periodically confronted with today's organizational management problems and situations requiring guidance and prompt resolution.

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Chapter 1

TAKING COMMAND

1.1.   Purpose.   This chapter contains suggestions that should help you if you are about to assume command or begin supervision of a sizable office.   The suggestions presented here are based upon principles that should have proved their worth.   Mastery of these principles should help you tackle your new job and avoid mistakes early in your tenure as a commander or supervisor.

1.2.   What is Command?

1.2.1.   Command is the legal authority to direct and order subordinates to perform duties or accomplish actions to attain military objectives.   Commanders have legal authority by virtue of their rank and assignment.

1.2.2.   Successful military operations depend on unity of command.   There must be a single commander at each level of command and each commander must know what is expected of that command.   Although authority for accomplishing portions of a military unit's mission may be delegated to a lower command or staff element, overall responsibility for the success or failure of the unit's mission rests solely with the commander.   *The commander's leadership is the key to success.*

1.2.3.   There is a significant difference between "commanding" and "leading." Given the authority, anyone can command. Conversely, leading is a delicate art calling for people-oriented attributes that many commanders and supervisors find elusive, or difficult to develop. However,

if you are really determined, these attributes can be acquired.

1.2.4. People obey commands and orders. But, better still, people respond quickly and willingly and give that "extra effort" to leaders who genuinely care for them.

1.3. Leadership and You:

1.3.1. Webster's dictionary defines a leader as "a person who leads, directs, commands, or guides a group or activity." The definition is stated simply but the underlying implications of leadership are many, and they run deep.

1.3.2. A conscientious commander or supervisor knows and practices the basic principles of leadership each day. Among these principles is one, however, that is too often neglected in today's fast-paced environment of technology and specialization - knowing the people who work for you, and showing sincere interest in their problems, career development, and welfare. People are the key to mission accomplishment. Witness the following thoughts:

> In every sense, US Armed Forces belong to the people, and the ultimate success in committing these armed forces to achieve an objective will rely on the support of the people. To ignore this relationship is to invite defeat. Men alone, or machines alone, do not spell success: how men use machines in the combat environment, and the spirit of leadership that guides that use, spell victory or defeat.

1.4. AFM 1-1, Basic Aerospace Doctrine of the United States Air Force:

> I believe the essentials of leadership can be summed up in two words; competence and character. Unless you understand your profession, unless you know the details, your judgment will not be trusted - you cannot lead. This understanding, this knowledge, in a word, this competence, can only be acquired by hard work. But, it's not enough that a leader knows his business. He must be reliable. A whole range of attributes comes into play here; honesty, loyalty, integrity and we must summarize these as character. One of the most dominant characteristics a leader must portray in these times is a sense of vision. A vision of where he or she wants that organization to go and what that organization should be thought of.

> A good leader sets goals, measures progress and rewards performance. He or she tries to give everyone a stake in the mission of the organization and its outcome. That's the role of leadership.

1.4.1. As a commander or supervisor, you can exert positive or negative influences upon people. The final measure of your leadership image is reflected through the degree of efficiency, productivity, morale, and career motivation of your people.

1.5. Becoming Aware of Responsibilities:

1.5.1. As a commander or supervisor, you assume full responsibility for the accomplishment of your unit's mission. Your responsibilities go further than that, however, since you are expected to accomplish that mission with the minimum cost in people, materiel, and money. As noted above, the key element in your command, the element that will do the most toward accomplishing the mission, is your leadership of people. If you are an effective leader, you will lead, not drive, your people. You will make fair and firm decisions on their behalf and in the interest of good order, discipline, and the successful accomplishment of the mission.

1.5.2. You must understand the scope of your responsibilities and know what is expected of you in your new job. But before proceeding with an analysis of your job, you should first find out whether you are ready to accept the challenge of a command or major supervisory position. To do this, ask yourself the following questions:

1.5.2.1. Are you willing to dedicate yourself solely to your unit?

1.5.2.2. Are the members of your family willing to assume their role in helping you create a happy Air Force community?

1.5.2.3. Is your family willing, if necessary, to be secondary to the unit?

1.5.2.4. Are you and your family willing, if necessary, to be secondary to the unit, squadron, or wing?

1.5.2.5. Are you and your family willing to live "in a goldfish bowl," open to observation and criticism by both subordinates and superiors?

1.5.2.6. Are you physically and emotionally fit to carry the load?

1.5.2.7. Do you have the courage to make tough decisions and stand by them?

1.5.2.8. Are you flexible when dealing with changing situations? Are you willing to risk new ideas?

1.5.2.9. Can you remain enthusiastic and cheerful when you are confronted with seemingly impossible tasks?

1.5.2.10. Are you willing to leave a comfortable office to check or supervise training, maintenance, and other activities of your unit?

1.5.2.11. Are you willing to do your best with what seems inadequate means?

1.5.2.12. Are you confident you can produce a superior unit from average people? Can you inspire people to achieve outstanding results?

1.5.2.13. Are you willing to let your subordinates be creative?

1.5.2.14. Are you accessible to your troops? Does your manner invite communication?

1.5.2.15. Do you really listen? Can you withhold judgment until the facts are in?

1.5.2.16. Do you like to be with young people? Can you live with their energy, their points of view, and the problems they create?

1.5.2.17. Are you always willing to accept your subordinates failures as your own, yet immediately recognize their successes as theirs?

1.5.2.18. Are you able to do many things at one time? Can you manage a complex job?

1.5.2.19. Can you stand tough competition from similar units and still retain a spirit of cooperation and teamwork with them?

1.5.2.20. Can you carry out orders as well as give them?

1.5.2.21. Do you really want to command? Are you sure motivation is more than simply having the command experience entered on your record?

1.5.3. If you are truly honest with yourself, you will probably not answer yes to all the above questions. Only if you are honest in answering the questions, however, will they give you real insight into what lies ahead.

1.5.4. Even with an insight into your responsibilities, you cannot expect to become a good commander or supervisor unless you make some practical preparation for the day when you will assume command or supervision. Such preparation will enable you to make a favorable first impression on your unit.

1.6. Suggestions on Taking Command:

1.6.1. You have worked long and hard for this chance to command, and you want to take full advantage of the opportunities offered you in your new position. Take a look at what being a commander is all about. Above all, BE YOURSELF. Develop the best that is in you and let this come to the fore. Use the following suggestions to help you:

1.6.2. **Take Command; Grab Hold of It!** You are responsible, and your unit is depending on you to make the right decisions and lead your people toward the accomplishment of your mission. Your unit will reflect your leadership style. You cannot afford time to ease into the job as you may have done in other jobs. You can, however, spend time finding out all you can about the job before assuming command.

1.6.3. If you are relieving someone who is simply moving on to another job, plan to have a closed-door conference with the incumbent before that person leaves. Get your predecessor's views on the strengths and weaknesses of the organization and its key people.

1.6.4. If you are relieving someone who is being removed because of poor performance, have a conference with your new boss. Discuss specific problems that have risen. Attempt to find out how much time you will have to resolve these problems. This may determine the style of leadership to use and your pace for making changes early in your tenure.

1.6.5. Analyze the information obtained at this first meeting. Make a tentative inventory of what you will have to work with. Remember that much of what the incumbent told you represents a personal view. You may see some things differently. Decide what kind of leader you will be in this situation. Does the situation require you to be directive, telling people what to do? Or can you see a greater maturity in the people of your unit, allowing you to use a more participative leadership style? If possible, set goals before you start rather than allow events to shape your command personality.

1.6.6. **Get to Know Your People as Rapidly as Possible.** Remember, they are critical to the success of your unit and,

therefore, to your own success. You must understand their

points of view regardless of whether you agree with them and regardless of the past performance of the unit. Upon assuming command:

1.6.6.1. Hold a staff meeting with your key people. Try your policy speech on them. Solicit feedback and while they talk, LISTEN!

1.6.6.2. Before the first commander's call, conduct closed-door individual conferences with key staff people. Ask questions about the unit's mission. You will want to know some of the recent history of the unit, its present performance and problems, and its plans for the future. Remember you are seeing the unit through the eyes of your key people. Compare their perceptions with your own. Find out:

1.6.6.2.1. The place of the unit in the overall organization, including the relationship of the unit to its headquarters, to collateral units, and to subordinate units.

1.6.6.2.2. Significant strengths and weaknesses of key officers and NCOs in the unit.

1.6.6.2.3. The strengths and weaknesses of persons outside the unit with whom it is necessary to do business.

1.6.6.2.4. Policies in effect within the unit but not contained in written directives.

1.6.6.2.5. Areas of the unit's strengths and weaknesses. You should know the unit's specific strong points. You should also learn of specific problems and their current status, the persons involved, and the action agencies to be used in resolving the problems. Also important is the state of discipline, specific disciplinary problems, and actions under way to resolve these problems. Ask about the unit's safety record.

1.6.6.2.6. Status of available resources. Find out about the actual versus the authorized manning levels, expenditures versus the budget, and equipment versus the mission requirements. Be sure to determine the current training status.

1.6.7. Use the supervisor's meeting and your first commander's call to:

1.6.7.1. Introduce yourself. Tell who you are and where you have been, briefly and factually.

1.6.7.2. Briefly but firmly state your basic operating policies concerning Air Force standards of courtesy, appearance, and discipline; general administration of the unit; management of resources; training; and safety.

1.6.7.3. Make clear your feelings about performance reports (OPRs and EPRs), promotions, personal education

efforts, off-duty activities, time-off, leave and passes, and similar policies.

1.6.7.4. Solicit your subordinates' help in making the unit and you better. Indicate that you are willing to listen to constructive criticism.

1.6.7.5. Always end your commander's call on a bright note. Indicate your awareness of the importance of the unit's mission and the critical importance of each person in the unit toward the successful accomplishment of the mission. Emphasize two-way communication by asking for questions as you go along. Try not to use the old and trite "my door is always open" statement; it turns people off when you really want to turn them on to the idea that, working together, you are all going to accomplish great things for your unit to the benefit of everyone. Besides, if you're doing the job the way it should be done, you won't be in your office long enough for anyone to try out the door. Instead, you will be out where your people are, finding out what they're finding out, what they're doing, and what you can do to help them do their job. Whatever you do, don't hide out in your office and don't make excuses about heavy paperwork keeping you chained to your desk. Organize your work to reduce desk time to a minimum.

1.6.8. Let Your People Know You. Especially in the first few weeks after you take command, be seen all over your unit at all hours. Visit every place where your people work, live, play. Talk with them in the shop, office, or on the flight line; ask them about their jobs; eat with them in the dining hall; spend some time in the dayroom and club; make sure you visit every area of your command and talk with everyone. Establish the idea wherever you go that you are a commander or supervisor with whom people can talk, not only about their job or their problems but about anything else. You will get many questions about this or that policy, generally ending with the query, "What are you going to do about it?" This is a good time to get out the little black notebook and jot yourself a note. Don't make any commitments to change anything until you have had a chance to check out the matter thoroughly. But do indicate you will look into the matter, and then do it. These are test questions; your people are trying to feel you out. Don't fail to get a response back to them, and try to answer them personally. Your people will see you are serious about keeping communication open and sincere; this builds rapport, trust, and respect between you and your subordinates. These are critical elements in a successful command relationship, so treasure them!

1.6.9. Set the Example. This may be the toughest part of being a leader. Look at yourself honestly and ask, "Am I the best I can be?" If you aren't, work on improving your shortcomings; do whatever it takes to overcome them. You may find yourself challenging some ways of doing things you've become very comfortable with; ways that are difficult to give up. Nevertheless, you must recognize what your own inadequacies really are. Don't be embarrassed to

seek help; nobody, including your new boss, expects you to be perfect or not to make mistakes. You will, anyway, so don't be uptight about it; instead, learn from your mistakes, and those you observe others make, and try not to repeat them. You cannot demand the best from everyone else in your unit if you can't give your best. Remember, as a commander, you are always on display, always being watched and emulated - for better or worse. You should never preach one thing and do another. Without saying a word, you communicate by your actions what you think about dress and personal appearance, promptness, alcohol consumption, courtesy, physical fitness, and concern for your people. Better an ounce of forethought about your actions than trying to regain the respect of your people after you've lost it. That can be tough!

1.7. Advice to Commanders:

1.7.1. All right, you say, I understand what's expected of me. Now, how do I do it all? The answer is that there are no magic formulas. Leadership is as individual and personal as anything could be. As a commander, you must develop your own style; hence the advice to "be yourself" offered earlier. You can benefit from the recorded experiences of others who have been commanders before you. In 1976, while he was Commander in Chief, Pacific Air Forces (PACAF), Gen Louis L. Wilson, Jr., wrote the following "Advice to Commanders...10 Points." Although the advice is old chronologically, its spirit and wisdom still remain fresh.

1. BE TOUGH. Set your standards high and insist that your people measure up. Have the courage to correct, and if necessary, chastise those who fail to do so. Discipline those who won't conform. In the long run your people will be happier. Almost certainly morale will be higher, your outfit better, and your people prouder. Good outfits have tough commanders - not arbitrary or unfair or cruel - just tough.

2. GET OUT FROM BEHIND YOUR DESK. See for yourself what's going on. Your place of business is where the action is. Leave your footprints all over the place. Your subordinates will see that you're interested in their problems, working conditions, and welfare. Many of your people problems will go away if you practice this point.

3. SEARCH OUT THE PROBLEMS. They are there. If you think there are no problems in your organization, you are ignorant. Again, they are there. The trick is to find them. Foster an environment that encourages people to bring problems to you. If you shun problems, you are not fit to command.

4. FIND THE CRITICAL PATH TO SUCCESS. Get personally involved on a priority basis. Let your influence be felt on the make or break issues in your organization. Avoid the "activity trap" - don't spend your valuable time

on inconsequential or trivial matters. Weigh in where it counts. Be the master of your fate, don't leave it to chance.

5. BE SENSITIVE. Listen to your people. Communicate. Be perceptive. Recognize that communication is shared perceptions. Empathize. Learn to recognize problems. Seek ideas. Be innovative. Listen, listen, listen!

6. DON'T TAKE THINGS FOR GRANTED. Don't assume things wrong have been fixed, look for yourself. Never assume that they will stay fixed. The probability is high that "fixed" problems will recur. Recheck the fix.

7. DON'T ALIBI. Just fix it. Remember, you and your outfit can never be perfect. People will make mistakes. Don't be defensive about things that are wrong. Nothing is more disgusting than the individual who can do no wrong and has an alibi for any and everything that goes awry.

8. DON'T PROCRASTINATE. Don't put off those hard decisions because you're not willing to make them today. It won't be easier tomorrow. This doesn't mean to make precipitous or unreasoned decisions just to be prompt. But once you have arrived at what you believe is correct, get on with it. Don't stymie progress.

9. DON'T TOLERATE INCOMPETENCE. Once people have demonstrated laziness, disinterest, or inability to get the job done, you must have the courage to terminate their assignments. You cannot afford to do less. On the other hand, when your people are doing good work, recognize it and encourage them. Certainly, they will do even better.

10. BE HONEST. Don't quibble. Tell it like it is. Insist that your people do likewise. They set their patterns based upon your example. Absolutely nothing can be more disastrous than garbled information, half truths, and falsifications. Make sure your people know where you stand on this matter. Encourage them to come up to you if they have doubts about veracity in the outfit. You must create an atmosphere of trust and confidence. And be honest with yourself, don't gimmick reports and figures or use cunning ways just to make things look good. If you do, you are a loser before you start.

1.7.2. To sum up, your task is to lead. This requires hard work, enthusiasm for the job, and sensitivity to what's going on around you. You must set your standards high, be involved, listen, know what the problems are, remove the weak, promote the strong, and, to do this well you've got to be tough. Finally, remember that honesty and integrity are basic to it all. Don't risk success, practice these ten points. If you do, you certainly won't be a failure.

1.8. More Advice:

1.8.1. Do not pretend to know everything. If you think you know all the answers, you haven't heard all of the questions yet.

1.8.2. Do not make new policy statements arbitrarily to assert your authority. Do not do anything arbitrarily; think about how your people will perceive the new policy.

1.8.3. Do not alienate everyone with such statements as, "I'm going to make this a first class outfit." It may already be first class.

1.8.4. Do not expose your ignorance by making snap decisions. Ask your staff for their advice and involve them in the decision making process whenever possible. This is an especially useful technique for dealing with disciplinary problems; make the supervisor recommend what to do about a fractious airman. In any case, if you really involve your people and listen to them, it's virtually guaranteed you will learn more from them than they learn from you.

1.8.5. Use all available talent to help you. Recognize expertise wherever you find it; the "expert" at fixing some specific problem may be the lowest ranking airman in the unit. Remember, you can't possibly accomplish the mission alone!

1.8.6. Remember the primary mission of your unit, and make certain everyone else understands that mission and his or her part in accomplishing it.

1.8.7. Do not be awed by your own importance; you might come to believe in it.

1.9. Air Force Standards. Air Force Reserve standards of conduct, discipline, and customs and courtesies reflect our proud heritage and traditions. As leaders and trainers of tomorrow's Air Force Reserve, you must know and enforce Air Force Reserve standards. Some key issues are discussed below:

1.9.1. Mission. The mission of the United States Air Force Reserve is to preserve the United States as a free nation with its fundamental institutions and values intact by preparing aerospace forces for the conduct of prompt and sustained combat operations. If conflict occurs, the Air Force Reserve will respond with actions as directed by the national command authorities. The mission requires disciplined, dedicated, and educated people who live and work by the highest personal and professional standards.

1.9.2. USAFR Guiding Principles:
We are individually and collectively entrusted with the defense of our nation and the American people.
We recognize citizen-airmen our people as our greatest asset and are committed to finding better ways to use their capabilities.

We are all empowered to use the quality improvement process in every part of our work, beginning with clearly-stated requirements.

We advocate an environment in which differing and creative ideas are valued.

We are committed to continuous improvement of our work processes by focusing on prevention, as well as detection of errors and waste.

We use problem-solving and quality improvement processes to make fact-based decisions.

We seek proven, advanced technology to enhance training and increase productivity.

We work constantly to meet or exceed customer expectations.

1.9.3.   Oath. Upon entering the Air Force Reserve, each member voluntarily takes an oath. With continued service or reenlistment, we affirm our belief and commitment to that oath. We promise to protect and defend American freedoms, to obey orders of superiors, and to live by a military set of rules and standards.

1.9.4.   A Way of Life. As a member of the Air Force Reserve, you are subject to recall 24 hours a day, including weekends and holidays. If so directed by competent authority, you must report for duty at any hour, at any location, and remain as long as necessary to get the job done. Our mission necessitates more restrictive rules and standards than are normally found in civilian life. Individuals who cannot live up to these high standards will not be retained in the Air Force Reserve.

1.9.5.   Customs and Courtesies. Our customs and courtesies are proven traditions, some written and some unwritten, that explain what should and should not be done. They are acts of respect and courtesy in dealing with other people. They have evolved as the mutual respect and sense of fraternity that exist among military personnel.

1.9.6.   Respect for the Flag. The flag of the United States of America represents the principles and ideals you have pledged to defend; it is to be treated with the same respect due the highest public official. When you are in a foreign country, you must show the same respect to the host country's flag and national anthem that you show your own.

1.9.7.   Chain of Command. The chain of command provides the control and communications necessary to accomplish the mission. Each level in the chain is responsible for a lower level and accountable to all higher levels. The chain cannot work without loyalty to every level. With loyalty up and down the chain, it is a highly efficient and effective system for getting things done. The key principle is to resolve problems and seek answers at the lowest possible level.

1.9.8.   Conduct. The Air Force Reserve has a very important   mission, and each member has serious responsibilities for carrying out orders, performing specific tasks related to duties, and living up to the high standards of the Air Force Reserve. As a supervisor, you have the responsibility to make sure your subordinates meet the same standards. Standards of conduct apply both on and off duty, in personal behavior and in treatment of others, and in both military and civilian environments.

1.9.9.   Professional Relationships. Professional relationships are essential to the effective operation of the Air Force Reserve. In all supervisory situations there must be a true professional relationship supportive of the mission and operational effectiveness of the Air Force Reserve. Officers and NCOs must make sure their personal relationships with members for whom they exercise a supervisory responsibility, or whose duties or assignments they are in a position to influence, do not give the appearance of favoritism, preferential treatment, or impropriety. Excessive socialization and undue familiarity, real or perceived, degrade leadership and interfere with command authority and mission effectiveness. It is very important that the conduct of every commander and supervisor, both on and off duty, reflect professionalism.

1.9.10.   Military Ethics. You must practice the highest standards of behavior, obedience, and loyalty; not only in your job, but in your relationships with other people and in your dealings with the civilian community. Your code of ethics must be such that your behavior and motives do not create   even   the   appearance of impropriety.   Your commitment to integrity will lead the way for others to follow. DODD 5500-7, *Standards of Conduct*, provides guidance concerning acceptable conduct of Air Force members.

1.9.11.   Drug Abuse. Drug abuse, the illegal or improper use   of   drugs,   including   marijuana,   is   absolutely incompatible with Air Force Reserve standards of behavior, performance, and discipline necessary for accomplishing the mission and will not be tolerated.

1.9.12.   Alcohol Abuse. Members have the responsibility to exercise good judgment in the use of alcohol. Alcohol use must not adversely affect duty performance or conduct on or off duty. Driving while intoxicated will not be tolerated;   violators   are   subject   to   apprehension   and punishment under the Uniform Code of Military Justice.

1.9.13.   Equal Opportunity and Treatment. Air Force Reserve standards of conduct require that each member be treated with respect and dignity regardless of race, color, religion, age, national origin, or sex.

1.9.14.   Financial Responsibility. Members are expected to pay debts on time. Failure to satisfy just financial obligations is not consistent with the standards of conduct expected of Air Force Reserve members.

1.9.15.   Public Statements. AFI 35-201, *Community Relations*, governs public statements on official Air Force

matters. The objective is to avoid statements that do not reflect Air Force policy or that, if taken out of context, could be misleading to the public. For questions concerning limitations and responsibilities, refer to the Public Affairs Office.

1.10. Geographically Separated Units:

1.10.1. If you are assuming command of a geographically separated unit (GSU), you face some unique challenges and responsibilities.

1.10.2. First, you will inevitably become involved in all aspects of the lives of your subordinate personnel than if your unit were located on a main operating base. This is due to the physical and functional isolation of your unit from the rest of the Air Force Reserve community. You can and should use this isolation to your advantage to promote unit cohesiveness and esprit de corps.

1.10.3. Second, you may find your unit receives required support such as housing or medical services from other military and/or civilian agencies. Therefore, you may find that you must learn new policies and procedures for obtaining the required support, and you must sometimes explain and interpret these policies and procedures to Air Force agencies, occasionally even resolving conflicts.

1.10.4. Third, you and your unit may be required to accomplish certain functions, especially administrative tasks, that would ordinarily be performed by someone else on a main base. An increasing number of Air Force references dictates special responsibilities, policies, and procedures for GSU commanders; look for these special provisions as you familiarize yourself and work with applicable publications.

1.10.5. Fourth, it is essential that you always keep in mind that you, as a GSU commander, constantly represent the United States Air Force Reserve to outsiders. On a main base it is entirely possible to be a unit commander yet have very little or no contact with civilians or representatives of other services; this is not true for a GSU commander.

1.10.6. Fifth, and this may be the most important and challenging difference, as a GSU commander you personify the Air Force Reserve to your subordinate officers, airmen, and civilians. Especially in the case of your airmen since many will be assigned to your unit for their first tour of duty. Their perceptions of the Air Force Reserve and their desire to remain beyond their first tour of enlistment are directly affected by literally everything you do or say. You are never "off duty," especially as a GSU commander; you ARE the Air Force Reserve in the eyes of your subordinates.

1.11. A Final Word:

1.11.1. The purpose of this chapter is to provide insight into the responsibilities of command and to start you thinking about the many programs that affect your unit and its people. While mission accomplishment remains the paramount objective, realize that the mission gets done through people. People are your most expensive resource; a good resource manager tries to optimize the use of assigned resources. You can't just "manage" people and achieve optimal results; you must "lead" them, inspiring and motivating them to achieve results beyond even what they believe is possible.

1.11.2. We believe the Air Force Reserve has many good managers, and you have been trained in management techniques. But in this position, as in no other, you must be a LEADER. The following chapter should help you. Good luck!

Chapter 2

LEADERSHIP--THE KEY TO MISSION ACCOMPLISHMENT

2.1. Purpose. This chapter incorporates some of the thinking and experience of our successful military leaders on the subject of guiding and motivating people. Most of this chapter consists of a series of articles pertaining to leadership and followership; but first, let's look at some general guidelines for improving human relations.

2.2. Human relations:

2.2.1. The most important resource you have for mission accomplishment is people. Never forget that. Most of a commander's time is spent with people and their problems. A commander needs people support and can best secure it through respect and motivation, not order and demand. The atmosphere you create and your relations with your people must become two of your major concerns. The following do's and don't may be helpful to your situation:

2.2.1.1. Carefully plan and use an orientation program for your incoming people. Make sure they understand the unit mission and where they fit into the picture. Make it personal. Involve new personnel and get their interest.

2.2.1.2. Maintain a consistent communication policy. Let your people know they can always come to you for help in solving a problem.

2.2.1.3. Keep your people informed as much as possible about what is going on. Let them hear the truth from you first.

2.2.1.4. Get involved. Don't hide behind your desk. Never be too busy for your people. Get to know them and learn how to extract their best talents. Say hello whenever you meet them. Remember names. Smile and chat with everyone as time and the situation permit. Be alert and sensitive to growing problems in morale, attitude, and esprit de corps.

2.2.1.5. Be a good communicator. Talk, write, cajole, joke, and listen. You learn more by listening than talking.

2.2.1.6. Devote some time to middle and senior NCOs. Do not limit yourself to first-termers. NCOs need and deserve your attention also.

2.2.1.7. Confer with your senior people before making important decisions. More than one opinion usually makes for more effective decisions. Listen especially to opposing viewpoints. If one opposes an idea, chances are it is not understood or you have squelched the opposition. Do not assume your way is always the best way.

2.2.1.8. Work at developing a mission-oriented team atmosphere. Give people responsibility; they will like it and respond. Do not hold them down. Most people produce more when they know that they are responsible for their actions. Let them make decisions about their jobs and participate in making decisions that affect the whole unit. It is their unit as well as yours.

2.2.1.9. Tell people specifically what you expect of them and let them do their jobs. Do not try to run everything from the front office.

2.2.1.10. Praise your people. When a job is done well, show appreciation publicly. Reward your people with proper awards and decorations. Do not limit yourself to reprimands when things go wrong. Do not play favorites. Censure privately.

2.2.1.11. Be truthful! Do not hedge. Beating around the bush compounds the problem. If you have something to say, good or bad, say it. Open communication creates understanding, not misunderstanding.

2.2.1.12. Be loyal to your people and to your boss. Support your people honestly and do not ever let them down. Do not assume that they are at fault when customer problems arise. Be fair.

2.2.1.13. Treat your people as human beings. Do not treat them mechanically. They have individual feelings and emotions. They appreciate tact and courtesy.

2.2.1.14. Approach problems positively. Do not accentuate the negative. Negativism creates a bad image when you're in a position to influence others.

2.2.1.15. Be decisive, yet flexible. Do not be dictatorial or wavering. Do not back down from enforcing discipline.

2.2.1.16. Show compassion for your people during times of personal strife, sickness, or family deaths. Lend assistance at any time.

2.2.1.17. If you follow the simple guidelines given above, you should go a long way toward promoting good human relations within your unit.

2.2.1.18. The following articles about the people who work for you may provide additional insight into your role as a leader. The first article contains some thoughts on desirable leadership qualities. Next is an article on the tenets of leadership; an article on leadership from a manager's perspective; a list of the ingredients of leadership; a list of questions for self-analysis by

commanders; a discussion of the perception that one mistake can end a person's career; a plan to develop tomorrow's leaders; an examination of the leadership qualities required to inspire followership; and finally, an article recognizing the importance and scope of the first sergeant's job.

2.3. The Most Desirable Leadership Qualities:

2.3.1. Effective military organizations have a sense of confidence that can be forged only through strong leadership. The United States Air Force has a rich legacy of pioneering airmen who provided a foundation of leadership that has made America's air army second to none. When we look back at men like Hap Arnold, Tooey Spaatz, Jimmy Doolittle, Ira Eaker, and Billy Mitchell, we see qualities of leadership that are essential to a strong Air Force.

2.3.2. All of our early air power pioneers and those who have followed know that an Air Force's real strength is its *people*. The mission is done by people, not machines. The best weapons are of little value without the right people to operate and support them. Those of us in leadership positions today have a special responsibility to develop the leaders who will take the Air Force into the twenty-first century.

2.3.3. There is no single list of leadership qualities that guarantees success. Leadership is not a science. We can't develop effective leaders by setting down rules and telling people to apply them. But there are basic qualities of good leadership and, in my judgment, the most important of these are integrity, job knowledge, and sensitivity.

2.3.4. *Integrity* is the key to good leadership. A leader with integrity is believable and trustworthy. Holding on to integrity may involve tough choices in the short run, causing us to pass up some tempting opportunities, but it always has a long-term payoff. We have to "tell it like it is," even when this approach might not be popular. Integrity gives life to the motto, "Duty, Honor, Country."

2.3.5. Good leadership also requires that we *know our jobs, have a broad view, and completely understand the mission*. A leader who doesn't have a firm grip on the mission and how to get it done will quickly lose the confidence of his or her people. As General Robert E. Lee once wrote, "If an officer loses the confidence of his troops, disaster must sooner or later follow."

2.3.6. *Sensitivity* is another key element of good leadership. We in the Air Force have always been proud that we "take care of our own." Being sensitive means: treating people as you would like to be treated; knowing your people-their strengths, weaknesses, peculiarities, and problems-and tailoring your leadership accordingly, and ensuring everyone knows how important they are to the mission. Gen George S. Patton, a leader not usually

associated with sensitivity, showed deep understanding of this leadership quality when he instructed his commanders to "Never tell people *how* to do things, tell them *what* to do and they will surprise you with their ingenuity."

2.3.7. Armed with these leadership qualities, a good leader gets out in front, sets the example, and straps on the difficult and demanding tasks. Actions always speak louder than words-and a good leader practices what he or she preaches, knows the mission, and is tuned into people's needs.

2.3.8. Although integrity, job knowledge, and sensitivity are not the only traits leaders should possess, an effective leader has these three qualities and puts them into action by setting a good example for others to follow. As you work to improve your leadership skills, remember that effective leadership is the responsibility of everyone in uniform, not just senior officers and NCOs.

2.4. Tenets of Leadership:

2.4.1. We spend a lot of time and effort in the Air Force to ensure we pick the right people for leadership positions. We treat them special (and we should) and we try to give them the tools to do a good job. But inherent in any successful leader are the "must haves" of INTEGRITY, DISCIPLINE, DEDICATION, and SENSITIVITY.

2.4.2. Integrity is a must! It's the most important quality a leader can have. Simply stated, integrity is being honest with your people, your superiors, and yourself. There is a very predictable phenomenon that occurs without honesty, that is, dishonesty breeds dishonesty. *Good leaders nurture the climate that fosters integrity at all levels*. They don't "shoot the messenger" when presented with bad news. They accept bad news gracefully.

2.4.3. No one likes bad news, but those in charge cannot expect their people to bring the kinds of news needed to solve problems if they don't control their emotions and provide the proper environment to rationally resolve the crisis.

2.4.4. Likewise, good leaders do not cover up the small things to their boss. If they do, their people will see it and accept it as the way of doing business. Remember, the boss needs a great deal of information, so give it to him, honestly.

2.4.5. It's equally important to be honest with yourself and do what you think is right. No one is expected to be perfect, but good leaders recognize their mistakes and earnestly try to correct them. If they don't they are sending the wrong signal.

2.4.6. The second tenet is discipline, personal and unit. People look to their leaders to set high standards in public

and private. Moderation and self-control are keys to personal discipline; strive for a proper balance.

2.4.7. Units must have standards as well, but they have to be realistic, attainable, and sustainable. *When the standards have been defined, they must be met by everyone, including the leader*. Any individual who chooses to test the system by pressing the limits must be corrected. Believe it or not, they expect it, and so do their contemporaries, who are assessing the leader's every reaction.

2.4.8. The third tenet is dedication. Being a leader at any level is a great responsibility and a calling. It's useful to remember worthwhile things come from hard work and careful planning. The great leaders always work toward the organization's shared goals rather than simply for promotion or self-glory.

2.4.9. An important part of dedication is loyalty. *A successful system runs on loyalty, both up and down the organization*. Being loyal to the boss doesn't mean accepting everything he or she says; good leaders expect you to question ideas you don't agree with. They also expect you to support decisions after all the inputs have been weighed.

2.4.10. Being loyal down the organization doesn't mean blind loyalty to people who will be, or are, detrimental to the organization. If 95 percent of the people do the right thing and 5 percent don't, you don't have to be loyal to those 5 percent. They're not the ones who deserve your loyalty. The 95 percent deserve your loyalty.

2.4.11. Be aware of overprotecting people; when they're right, support them all the way. But when they're clearly wrong, it serves no purpose to "fall on your sword" under the pretext of loyalty.

2.4.12. Finally, good leaders are sensitive and sincerely care about their people. It has been said that "no man stands so straight as when he stoops to help someone." Leaders are in a position to impact the lives of every man and woman under their command and, therefore, must recognize what motivates their people. *Quality treatment begets quality performance*.

2.4.13. Being sensitive also means being approachable by providing a clear channel to get the straight word. Whether it's a recognized and used "open door" policy or trusted individuals who act as spokespersons, people must have an avenue to provide the information a leader needs to make the organization a success. Once a successful channel has been opened, a good leader LISTENS!

2.4.14. These four tenets; integrity, discipline, dedication, and sensitivity; form the foundation for a good leader. From these the leader instills pride in the organization, and

with them the system will perpetuate itself with a genuine eagerness to work for the benefit of all.

2.5. A Manager's Perspective:

2.5.1. I'm frequently asked: How do you get to senior positions in the Air Force?

2.5.2. My answer: Don't try too hard! Work the Air Force problem and don't worry about yourself. If you're performing well, your supervisor will take care to see that you get the variety of responsibilities you need-and you do need variety. The only way to have broad knowledge is to have many jobs.

2.5.3. OK, a variety of responsibilities is good, but what are the leader/manager characteristics one should develop? In the past fifteen years I've worked directly for eleven three and four-star general officers and observed numerous SES managers. All had different personalities, backgrounds, and operating styles. But, basically, they *all sought responsibility vice rank*. The common characteristics of these individuals were:

2.5.3.1. Integrity - Peter Drucker, a famous management consultant, has written: *By themselves, character and integrity do not accomplish anything. But their absence faults everything else*. In our business, as keeper of the books, integrity is absolutely essential.

2.5.3.2. Commitment - a nearly total belief in the rightness of the mission. I say nearly as there are no absolutes. All intelligent leaders/managers should question the status quo occasionally.

2.5.3.3. Genuine concern for people - All good leaders/managers know they get the job done through people, take care of them and they take care of the mission. This also means letting good subordinates go, so they can grow.

2.5.3.4. Perseverance - one of my favorite expressions is one by Juan Fangio, world Grand Prix racing champion in the 1950s, who said: *First, finish-then finish first*. Having a reputation for sticking to a problem until it is solved is indispensable to success.

2.5.3.5. Courage - here I speak of having the strength of your convictions and speaking up when necessary. It also means making the unpopular decision that is in the best interest of the Air Force. Many times this takes more courage than going into battle.

2.5.4. You may notice that "brilliance" hasn't been mentioned. It is not a common characteristic of top leadership. In fact, brilliance can be counterproductive by leading to Hamlet-like indecision as all possible alternatives are considered and reconsidered.

Above-average intelligence and logical thinking are important, of course.

2.5.5. With those basic characteristics in mind, what are the rules of the road for good management? The following rules are liberally borrowed from Peter Drucker but modified to reflect my experience:

2.5.5.1. Manage your time - clear out the in-basket so you can do some planning to improve your job productivity and that of your people.

2.5.5.2. Focus on results instead of inputs -budgets are inputs; readiness and sustainability are outputs.

2.5.5.3. Set priorities - keep lists, do first things first, do one thing at a time, concentrate on it, and then move to the next task.

2.5.5.4. Make personnel decisions slowly - the higher up the management ladder, the more time you must spend on personnel matters. The most important decision you'll ever make is choosing your successor.

2.5.5.5. Assign responsibility clearly - all should know what their job is and to whom they report.

2.5.5.6. Don't change your mind - indecisiveness is demoralizing. Obviously, if you've made a big error fix it ASAP. What's meant here is that when you choose among close alternatives, don't keep revisiting the decision.

2.5.5.7. Learn to write - General Howard Fish, a former director of budget, once said: *Hard writing is easy reading; easy writing is hard reading*. Keep it simple, use short sentences, and get to the point. I've always liked the contradictory saying: *Eschew obfuscation.*

2.5.5.8. Get out and visit your people, and listen to them - General Spaatz once said: *I never learned anything while I was talking*. He was right; listen and learn.

2.5.5.9. Counsel people-formally - Give them an appointment so they can think and prepare for the counseling. Let them talk. You d be surprised on how they view themselves. Ask them their plans. Even when people have peaked out promotion-wise, a move laterally into a new job can sharply increase their productivity through a renewed attitude.

2.5.5.10. Don't take yourself too seriously - Don't be a wheel. Keep your sense of humor.

2.5.6. These are personal characteristics and management rules that I've seen work. There are no surprises here. They're mostly common sense. Each characteristic or rule has worked for others, and they should work for you.

2.6. Leadership. Eight Ingredients:

2.6.1. I've had many opportunities to watch leaders at work and to practice leadership at several levels. From these experiences, here is what I think it takes to get any job done!

2.6.1.1. LOYALTY. Obviously, you have to be loyal to your boss. But loyalty down the chain is equally important. Stand behind those who work for you and make sure they know you'll be there if they need you.

2.6.1.2. WORK THE TOUGH ONES. Don't bypass hard jobs just because you're not familiar with them. Tackle them with the same zeal and enthusiasm as jobs you know well. You'll learn more and gain the reputation as a problem solver. By the same token, don't let those who work for you pass up the tough problems. They need room to grow and the chance to be problem solvers also.

2.6.1.3. LISTEN, LISTEN, LISTEN! How much can you learn while you re talking? Listen to the people around you; they'll tell you what's wrong and, many times, they'll have the answers. Encourage your employees to tell you what's wrong. If you don't take bad news gracefully, you'll never get any. By the time you know of a problem, it's too late.

2.6.1.4. KNOW AND CARE FOR YOUR PEOPLE! There is no single thing more important than taking care of your people. But first, you have to know them, their families, and their home life. This allows you to notice subtle changes early enough to head off problems. I can't overemphasize this point. You must know and take care of your people.

2.6.1.5. SET HIGH STANDARDS. Good units are good because the leaders make them that way by setting high standards, insisting others do the same, and not settling for second best. High standards apply equally to dress, job performance, and attitudes. High standards make high morale. Who wants to be part of a limp outfit? Who doesn't enjoy being part of a great one?

2.6.1.6. GIVE A PAT ON THE BACK. How much does it cost to tell people they did a good job? When people live up to your standards, let them know loud and clear. Encourage them to keep striving to be the best. Conversely, let them know when they fall short. They must know you won't settle for second best.

2.6.1.7. EARN CLOUT WITH YOUR PEOPLE. Clout is earned; it doesn't come with rank. Take responsibility for your actions, your decisions, and the actions of your people. Don't pass the buck; make Air Force policies and concerns your own. Your people will be motivated to come to you with ideas and problems.

2.6.1.8. PROVIDE THE DIRECTION. General George S. Patton said a leader must do what is necessary to accomplish a mission and that 80 percent of his job is to

arouse the morale of those who work for him. Our biggest job is to provide that sense of direction, the leadership needed to accomplish the mission.

2.6.2. There is no set recipe for leadership. But, I have found these eight ingredients are always part of meeting the leadership challenge and getting the job done.

2.7.   Questions Commanders Might Want to Ask Themselves:

2.7.1. Has anybody made me change my mind lately and, if so, how did he go about it and what did I do, or does it get tough to remember the last time that I changed my mind, at least in the company of others? Once I am set on a certain tack, am I willing to admit that someone else might have a better idea on exactly what direction we should be following?

2.7.2. How many confidants do I really have and what do they get to tell me? On what subjects am I really willing to receive advice?

2.7.3. Do I listen at least half the time or am I a master of the monologue? Or I could look at it this way: What happens when I walk into an ongoing informal conference? Does everyone stop and wait for me to take over and, worse still, do I feel obliged to do so?

2.7.4. How am I doing these days on my pet hobbyhorses? What are the things that I repeat over and over? Do they really match my inner set of priorities and, while I am at it, what are the ultimate simplicities for me? What kind of verities do I hang my hat on? Could they be summed up as duty, honor, country? Is it "mission first, then the welfare of the men?" What do those things mean to me or, better, how do I show what they mean to me?

2.7.5. When is the last time I shot the messenger? How do I handle statistical reports? How often do I find myself thinking that I really know more than all of my subordinates put together on certain subjects?

2.7.6. Am I willing to tolerate a certain amount of chaos while things are getting done? Or is it a "zero defects" atmosphere? Who can tell me bad news? Do they have to make elaborate preparations to do so? Maybe I d better watch how the next bad news is related when the next messenger arrives.

2.7.7. And in carrying out my priorities, how much leeway is there for trial and error among my subordinates?

2.7.8.   To what degree is intimidation a part of my leadership stock-in-trade? That is a tough one, but it needs an answer and a little soul-searching could help.

2.7.9. Do I set an example of meticulous honesty and do I call attention to the good examples of ethical procedures or

good writings on ethical matters for my subordinates to study and follow? Am I a teacher in this field and, if not, is it really not one of my responsibilities? How do I see my role when it comes to ethics and conduct of a leader?

2.7.10. What happens to people who disagree with me or, indeed, other such people these days? How much criticism of myself do I allow even among my closest associates?

2.7.11. When is the last time I really got my hands dirty, greasy, or muddy? Have I spent time lately talking to junior officers and NCOs? Do I take part in what they do, setting the example in finding out what bugs them, working with them? What is my nickname among the imps? If I don't know, why not? Do I really think I don't have one? Can I look at a list of my underlings last names and put their first names down beside it? How about their home states? Do I really know these people?

2.7.12. Do I let administrative practices such as inventories push people into ethical corners that are unnecessary? Am I constantly challenging the honesty of people by obstacles that I set in the administration? Do I hold open lines of communication? Do I talk about ethics? Do I ever remember that ethical conduct has to be trained; that it is another part of professional development?   Do my subordinates know where I stand?

2.7.13. Does anyone ever say to me in answers to my questions: "Sir, you don't want to know the details of that one," or words to that effect? If so, that is when I had better bore in and find out what is happening.

2.7.14. How much loyalty does the unit owe me versus what I owe the unit?

2.8. "One Mistake Career" Mentality:

2.8.1. Are we developing a "one mistake career" mentality among our junior officers and NCOs? I've heard this notion voiced several times recently, and that bothers me.

2.8.2. If this perception is widely held, true or not, we could be building a "house of cards" out of the leadership training and initiative incentives being taught and asked of our young officers and enlisted personnel.

2.8.3. When we're at peace, we tend to focus on the status quo as we get accustomed to regular duty hours and a home life often centered in the civilian community.

2.8.4. It is easy to be led astray with the wrong measures of success quietly becoming too important or causing our emphasis to be misplaced-we begin to run the Air Force like a business and view our profession in terms of production efficiencies.

2.8.5.   Inspection results, production quotas, on-time takeoffs, OERs and APRs, and other recognition become

the driving force for individuals and units. Don't misunderstand me, all these indicators are important in their proper context; however, when they become objectives rather than tools, "looking good" and working to maintain that reputation can become a full-time job.

2.8.6. Thus begins the development of the "one mistake career" mentality. A person afflicted with this mindset says: "I m not willing to take that chance because, if we screw up and fail, it's my head that will be on the chopping block. Let's just do it the way we've always done it, we know that will work."

2.8.7. This thinking creates its own momentum and is difficult to contain, as "safe and easy" becomes our modus operandi. Even more unfortunate are the actions resulting from this thinking as we rob or stifle our subordinates opportunities to show initiative, take risks, and to make their own decisions right or wrong.

2.8.8. In short, we rob our people of the opportunity to think themselves, make mistakes, and learn valuable trial-and-error lessons; yet, peacetime offers the only opportunity to hone the leadership and decision making skills which we need in war.

2.8.9. Our profession is unique. We must master the art and science of waging war to deter war; developing skills we hope never to practice. Nonetheless, if war should come, we'll not have the time to wait for our leadership skills to mature.

2.8.10. Lt Col Harry R. Borowski said it best in his article, "Leadership to Match Our Technology":

2.8.11. If history is any indicator, the opening battles of the next conflict will not match expected scenarios and may well be won or lost by the judgments of a few key men; judgments made when established plans and procedures offer no answers. At the point where technology fails and unexpected events develop, our commanders will be stripped to their basic leadership skills; skills they began to develop as cadets and junior officers, skills they need to exercise and broaden continuously as they become commanders.

2.8.12. So I return to my original question: Are we developing basic leadership skills or a "one mistake career" mentality? If the latter, how do we combat this attitude? Well, quite simply, accept and exercise the principle that failures and mistakes are inescapable aspects of learning and development.

2.8.13. We must believe in this concept enough to permit those under us to make a mistake without "killing" them on their performance reports. Fortified with the premise, *we must encourage our future leaders to develop their initiative and their willingness to take some risks and to challenge themselves.*

2.8.14. When they err, we should accept the "heat" and help them draw the proper lessons from the experience.

2.8.15. Obviously we can't lower our standards and allow mediocrity to reign or throw caution to the wind in these endeavors.

2.8.16. But if we've done our homework-set proper goals, established a climate that promotes personal growth, and provided proper feedback and advice to our people-the Air Force will be more capable in crisis because of the quality of leaders and their proven decision making skills and initiatives.

2.9. Developing Tomorrow's Leaders. The Forgotten Part of Leadership?

2.9.1. One of the most important functions of a supervisor or commander is preparing subordinates to grow to the extent they can assume supervisory responsibilities. As critical as this is, survey results indicate many of us may not be as effective at this as we could be.

2.9.2. Almost half of the Air Force people surveyed indicated they were not being prepared to accept increased responsibility to the extent they would prefer. Among the officers, more than 27 percent said they were being prepared to a small extent or not at all; 18 percent were neutral or believed they were being prepared only to a moderate extent.

2.9.3. Approximately 48 percent of the enlisted members saw them selves as moderately prepared or less, and nearly 10 percent replied they were not being prepared at all. (Referenced survey was Organizational Assessment Package (OAP) designed for and used by LMDC management consulting teams.) The importance of these findings becomes clearer in light of other studies indicating that an individual's perception of the supervisor's effort to help in professional development is positively related to the individual's productivity and retention.

2.9.4. Each of us must do all we can to develop the future leaders of our Air Force- both officers and NCOs. It does not require a lot of effort; it is not a complex process. It is essential, however, if we are to develop future leaders.

2.9.5. There are many things you can do to help develop your subordinates. The most important follow:

2.9.5.1. *Assess capabilities*. Look carefully and objectively at your subordinates capabilities. Provide tasks that are challenging, yet within their existing limits. Maximum growth and development of skills happen when people must work to their maximum, but have the support, training, and motivation to get the job done.

2.9.5.2. **Don't be afraid to delegate.** Don't shy away from delegating jobs that can be stressful. Too much stress can

certainly be damaging, but on the other hand growth isn't likely to occur in a job with no stress. Supervisors sometimes fail because they try to do all the work themselves. Delegation can be good for both supervisor and subordinate.

2.9.5.3. ***Be clear about what is expected.*** Discuss at length what, why, when, and how. Tell your subordinates what is necessary to do the job and provide the necessary support. Be specific about the task, why it is important, when it must be completed. Provide guidelines about how the job should be done, including the limits for the subordinates authority. Then let your people know you are confident that they can and will achieve the desired results. The old adage, "You get what you expect" is true.

2.9.5.4. ***Give feedback***. Remember that feedback must be constructive. It is the crucial mechanism that keeps a person on course, on target. Without feedback, the course may change and performance may well miss the mark. To be most effective, feedback should be balanced (both positive and negative), specific, timely (close to performance), frequent (especially early in training), and personal.

2.9.5.5. ***Don't expect immediate perfection***. It isn't likely that your subordinates will be as smooth, polished, or expert a leader as you have become, but chances are you weren't either the first time you tried. Be patient. Don't place subordinates in a "make or break" position the first time out. If necessary, take a risk; selectively. This is where feedback and support become so important, while performance is improving and being shaped.

2.9.6. Risky? Time consuming? Possibly, yes. Worth the effort? Definitely! Leaders, indeed the Air Force, cannot afford to do otherwise. By sharing your knowledge, teaching your skills, and allowing your people an opportunity to succeed or fail, you, as today's leader, are fulfilling perhaps the most important role of leadership; developing tomorrow's leaders.

2.10. Followership-The Reward of Leadership:

2.10.1. Leaders do what it takes to get people to follow. A look at past military leaders reveals that their styles varied. The hard-charging styles of Generals Patton and MacArthur who "took the bull by the horns," were effective at a time when the situation demanded that approach. In contrast, General Arnold used a participative style of leadership.

2.10.2. While Generals Patton and MacArthur took control over the situation, General Arnold delegated authority to others, challenging his subordinates to accomplish the mission.

2.10.3. The underlying point is that no particular style of leadership made these men successful, but rather *the application of the right style in a given situation*. Today's

Air Force leaders must likewise match the right leadership style to the situation.

2.10.4. Your success as a leader may depend on your ability to apply the right leadership style. For example, if you were in charge of a recruit training flight, the style depicted by General Arnold would be disastrous. The training of civilians for transition to a military life style requires close supervision. The training instructor who delegates authority to his or her recruits would fail due to the recruits inexperience.

2.10.5. On the other hand, the autocratic style used by Generals Patton and MacArthur may not be successful in mission support units. These units have many functions they must perform simultaneously. The supervisor must draw on the expertise of each section head. By allowing them to control their separate sections, the supervisor still maintains control of the operation by accepting, rejecting, or revising inputs. He or she allows the section heads to use their expertise while challenging them to increase it. In both these examples, the correct matching of leadership style to the situation enhances the leader's   effectiveness.

2.10.6. How do we, as leaders, make sure our leadership style fits the situation? Our ability to match the style to the situation comes from education and past experience. We must educate our selves to know the various styles and how, when, and with whom to apply them.

2.10.7. Through past successes and failures we can evaluate past performance and analyze the present situation. We must also learn to assess the strengths and weaknesses of our people.   By analyzing their past performance, we can choose the right person for a specific leadership assignment.

2.10.8. Thus, we can obtain a proper match between leadership style and situation by either modifying the style to fit the situation or by selecting leaders who already display the right style for the situation.

2.10.9. What are the benefits of matching the right style to the situation? In a word, *followership*. Followers are much more likely to cooperate if the leader uses the appropriate style. Good followership leads to mission accomplishment.

2.10.10. In the recruit example, the followers couldn't achieve the objective if their leader chose to delegate responsibility to other untrained recruits. A leader who didn't provide firm guidance couldn't inspire confidence. The unit needs strong direction to set and attain its goals.

2.10.11. In the second example, the supervisor could not achieve the objectives if the section heads were not allowed to exercise control over their areas of responsibility. The supervisor would be making technical decisions where he or she may not be the most qualified person. They could destroy morale in the subordinate units.

2.10.12. Our followers can't perform to their full potential if we choose an inappropriate style of leadership. We have failed our mission and we have failed our followers. We are rewarded by the performance of our people when we adapt our style to the demands of the situation. Our mission is accomplished and our followers grow and succeed. Followership is the reward of "the right stuff" in leadership.

2.11. First Sergeants:

2.11.1. The scope of first sergeants' responsibility at squadron level is second only to that of commanders. Their environment, one of ever increasing complexity, demands not only a tremendous amount of hard work and dedication but also the willingness and ability to keep pace with the constant and rapid change in today's Air Force. First sergeants wear many hats. They must skillfully walk that narrow ground between continually assessing the needs of their people and being tough disciplinarians. To do this, they, like squadron commanders, must set the example. Ideally, they should know more about and work harder at their job than anyone who works for them, and that covers a great deal of ground.

2.11.2. First sergeants' duties are spelled out in detail in AFR 39-1, *Airman Classification*. They include promoting the welfare, morale, and health of enlisted personnel; advising and assisting the commander in maintaining discipline and standards; assisting the commander in preparing and presenting squadron training and information programs; supervising care and upkeep of squadron buildings and grounds; and monitoring unit administration. First sergeants are the key links between the unit commanders and enlisted personnel, and as such, exercise general supervision over all enlisted personnel within units. First sergeants are charged with representing the interest of enlisted personnel to the unit commander, while ensuring that all members are aware of command and institutional values of the Air Force.

2.11.3. To assist you in determining the scope of the first sergeant's job and to see just how well your first sergeant is doing, ask yourself the questions in the checklist below. In using the checklist, determine why the individual is or is not performing well. Commanders cannot close their eyes to the possibility that they may be adversely affecting the first sergeant's performance.

2.11.3.1. Is the first sergeant the appropriate noncommissioned officer for the unit position?

2.11.3.2. Does the first sergeant maintain the highest personal and professional standards?

2.11.3.3. How does the first sergeant assist the commander in managing the unit?

2.11.3.4. Are the first sergeant and commander working as a team in managing squadron activities?

2.11.3.5. How does the first sergeant evaluate and communicate the views, complaints, and suggestions of squadron personnel to the commander?

2.11.3.6. Does the first sergeant work with other first sergeants in furthering support of the installation commander?

2.11.3.7. What actions are taken to assist the commander in establishing an effective commander's call program that reaches all unit personnel regardless of duty hours?

2.11.3.8. Is the first sergeant on the move, visiting personnel in their respective work centers, and solving small problems, before they become major ones?

2.11.3.9. How often does the first sergeant eat in the dining facility and conduct visits to off-duty recreation areas?

2.11.3.10. In what base/unit councils does the first sergeant participate?

2.11.3.11. Is the first sergeant effectively monitoring the unit sponsorship/INTRO program?

2.11.3.12. Does the first sergeant provide an effective newcomers' briefing that is both informative and welcoming?

2.11.3.13. Has the first sergeant established rapport with all base service activities/agencies?

2.11.3.14. In what ways does the first sergeant assist the commander and supervisors in efforts to rehabilitate problem individuals?

2.11.3.15. In what specific way does the first sergeant provide leadership to enlisted personnel and management assistance to supervisors?

2.11.3.16. Does the first sergeant involve the individual's immediate supervisor when responding to law enforcement and misconduct calls?

2.11.3.17. Are supervisors notified about substandard conduct and/or actions of assigned personnel prior to preparing an airman performance report?

2.11.3.18. Does the first sergeant review and monitor quality force documents?

2.11.3.19. Is the first sergeant monitoring unit orderly room actions?

2.11.3.20. Does the first sergeant visit personnel in the hospital or in confinement, ensuring that personal and family needs are provided for?

2.11.3.21. Has the first sergeant attended the US Air Force First Sergeant Academy?

Chapter 3

PEOPLE LEADERSHIP PROGRAMS-MILITARY

3.1. Purpose. This chapter provides information to help you, the commander or supervisor, in the day-to-day dealings with military personnel. Included are subjects dealing with rewarding your good people, rehabilitating those who violate standards, and eliminating those few people who repeatedly violate Air Force Reserve policy or standards. Air Force Reserve emphasis is on "quality force." As a commander or supervisor you provide quality assurance for the Air Force. A strong working relationship with the staff judge advocate and the Military Personnel Flight (MPF) Office chief is essential. The Commander's Quality Force Guide, published by the Air Force Manpower and Personnel Center (AFMPC)/MPCAX, is an excellent source document for managing Air Force Reserve personnel. Commanders should obtain a copy from the MPF staff.

3.1.1. This chapter is sequenced in alphabetical order for ease of reference. A quick reference at the beginning of each topic lists the appropriate reference (REF), the office of primary responsibility (OPR), and the coordination and assistance agencies (C&A).

3.2. Administrative Discharge. REF: AFI 36-3209, OPR: Staff Judge Advocate, Commander, C&A: Supervisors, First Sergeant Social Actions, MSM.

3.2.1. Separation of USAFR officer and enlisted members is covered in AFI 36-3209, which describes the reasons members may be voluntarily or involuntarily separated and the character of discharge authorized. Involuntary separations are those that are initiated by the commander for cause.

3.2.2. Depending on the reason for separation, the characterization may be honorable, general, under other than honorable conditions (UOTHC), or entry level. An honorable discharge is appropriate where the member's service is otherwise meritorious. A general discharge is given where the member's service has been honest and faithful, but significant negative aspects of the member's conduct or duty performance outweigh positive aspects of the member's military record. A UOTHC discharge is appropriate where the reason for separation is based upon one or more acts or omissions that constitute a significant departure from the conduct expected of a military member. An entry level separation may be given only within 180 days after the beginning of an initial period of active duty training and carries with it no service characterization. Reasons for separation include:

3.2.3. Expiration of enlistment, incompatible status, dependency or hardship, pregnancy or childbirth, conscientious objector, sole surviving son or daughter, insufficient retainability for mobilization, discharge for the good of the service or convenience of the government, physical disqualification, defective enlistment, unsatisfactory performance (duty/weight/fitness), homosexual conduct, drug or alcohol rehabilitation failure, misconduct, civil court conviction, and national security.

3.2.4. A unit commander recommends involuntary discharges and forwards the file through appropriate military channels to HQ AFRES/DPMR. The recommendation for discharge follows the format in attachment 6 to AFI 36-3209, and lists the reasons for separation, the character of discharge recommended, facts of the member's military record, and rehabilitation efforts accomplished. The recommendation should be reviewed for legal sufficiency by the unit judge advocate before it is forwarded to HQ AFRES.

3.2.5. A military member is entitled to a hearing before an administrative board of officers convened at HQ AFRES if:

3.2.5.1. Member is a noncommissioned officer.

3.2.5.2. Member has six or more years total military service.

3.2.5.3. UOTHC is being recommended.

3.2.5.4. Reason for separation is homosexual conduct.

3.2.5.4.1. In misconduct cases initiated under paragraph 3.21 of AFI 36-3209, commanders should note that characterization of service normally shall be under other than honorable conditions, but characterization as general (under honorable conditions) may be warranted under the guidelines of attachment 2 of AFI 36-3209.

3.2.5.4.1.1. The guidance for characterizing the service of members involved in misconduct actions is provided in paragraph 3.21 and attachment 2. For members who have completed entry level status (180 days of creditable service), an honorable discharge is not authorized in misconduct cases unless the member's record is otherwise so meritorious that any other characterization clearly would be inappropriate, and the separation is approved by the discharge authority. Attachment 2 provides additional guidance on characterizing service as general. If a

member's service has been honest and faithful, but negative aspects of the member's conduct or performance of duty outweigh the positive aspects, it may be appropriate to award a General Discharge in certain cases. However, paragraph 3.21, provides that misconduct cases normally shall be characterized as under other than honorable conditions, especially when the reason for separation is based on one or more acts or omissions that constitute a significant departure from the conduct expected of airmen.

3.2.5.4.2. Commanders also need to be aware of the new policy and procedures relating to separations involving homosexual discharges. Under the new policy, separation actions are now conduct based, sexual orientation is now considered a personal and private matter, and homosexual orientation is not a bar to continued service unless manifested by homosexual conduct. Homosexual conduct is defined or classified as follows:

3.2.5.4.2.1. Homosexual acts: bodily contact, actively undertaken or passively permitted, between members of the same sex for the purpose of satisfying sexual desires, or any bodily contact that a reasonable person would understand to demonstrate a propensity or intent to engage in homosexual acts;

3.2.5.4.2.2. Statement by a member that demonstrates a propensity, likelihood, or intent to engage in homosexual acts, such as declaring oneself to be homosexual or bisexual.

3.2.5.4.2.3. Homosexual marriage or attempted homosexual marriage.

3.2.5.4.2.4. The following guidelines apply:

3.2.5.4.2.4.1. Verbal and nonverbal statements of homosexuality create a rebuttable presumption that the member is engaging in homosexual acts or has a propensity or intent to do so. The member has the burden or proof to show by a preponderance of evidence that he or she does not engage in homosexual acts and does not have the propensity or intent to do so. The propensity to engage in homosexual acts refers to circumstances from which a reasonable inference may be drawn that a person engages in or will engage in such conduct.

3.2.5.4.2.4.2. A member shall be separated from the Air Force Reserve if evidence is received demonstrating a member engaged in, attempted to engage in, or solicited another to engage in a homosexual act, unless a further determination is made that: (1) such acts are a departure from the member's usual and customary behavior; (2) under all the circumstances, such acts are unlikely to recur; (3) such acts were not accomplished by use of force, coercion, or intimidation, and (4) the member does not have the propensity or intent to engage in homosexual acts.

3.2.5.4.2.4.3. A member shall be separated from the Air Force Reserve if he or she makes a statement that he or she is a homosexual or bisexual, unless there is a further approved finding that the member has not demonstrated that he or she is a person who engages in, or intends to engage in homosexual acts.

3.2.5.4.2.4.4. Commanders should also be aware of inquiries and investigations into alleged homosexual conduct by reserve members. A commander may conduct or appoint someone to conduct an inquiry into allegations of homosexual conduct by reserve members. Inquiries conducted solely to determine a member's sexual orientation are prohibited. Investigations are conducted only by the AFOSI, Security Police, or other DOD law enforcement organizations.

3.2.5.4.2.4.5. Only the member's commander may initiate a fact finding inquiry into alleged homosexual conduct by a reserve member. The commander must have credible information that a basis for discharge exists before initiating an inquiry. The purpose of the inquiry is to gather all credible information directly related to the reason for discharge and is limited to the facts or circumstances relevant to the specific allegations. The commander will examine the information reported from the inquiry and, if necessary, conduct or direct a more intensive inquiry. Credible information exists when the information supports a reasonable belief that a member engaged in homosexual conduct. The determination of what constitutes credible information must be based upon articulable facts, not just a belief or suspicion.

3.2.5.4.2.4.6. Prior to questioning the member who is the subject of the inquiry, the inquiry official must advise the member of the DOD policy on homosexual conduct and provide an advisement of rights under Article 31, UCMJ. Inquiry officials may not ask the member about sexual orientation and should focus on statements or acts committed by the member.

3.2.5.4.2.4.7. Upon determining credible information exists to constitute a violation of the UCMJ, commanders may request the AFOSI or SP to conduct an investigation. Allegations involving only adult private consensual sexual misconduct normally are referred to the member's commander for inquiry and disposition. If other factors such as fraternization, maltreatment, or abuse of authority are involved, an investigation maybe initiated by AFOSI or SP. AFOSI commanders may independently initiate an investigation based upon credible information without referral by the commander.

3.2.5.4.2.4.8. Commanders should seek out the advice and guidance of their Staff Judge Advocate before initiating an inquiry or referring a case to AFOSI or SP for an investigation. JA should also advise the commander on the special procedures and standards of proof involved in discharge cases involving homosexual conduct.

3.3. AFRES Emergency Special Program (ESP) Codes. REF: AFI 65-401/AFRES Supplement, OPR: Financial Analysis Division, C&A: Financial Analysis Division.

3.3.1. ESP codes are assigned by HQ USAF and HQ AFRES to identify costs associated with USAF/AFRES participation in specific programs. ESP codes are placed in all fund cites on applicable obligating documents. Expenses for each ESP code will subsequently be reported in the RCS:SAF-ACF(AF)7801.

3.3.2. The list of current ESP codes from both HQ USAF and HQ AFRES is available in MAPPER in the budget menu. The listing for HQ USAF is quite lengthy, but HQ AFRES assigned codes for the following categories in FY 94:

1. 301 RQS PCS Costs.
2. 44 Aerial Port Sq, Andersen AFB Guam.
3. AFRES NCO Leadership Training.
4. BRAC-Related Travel Costs.
5. C-5 Refurb/ISO (Westover and Kelly).
6. Commanders' Conferences.
7. Coronet Oaks.
8. Exercise Top Dollar.
9. Operation Deny Flight.
10. Total Quality Initiative.
11. RPA Special Tour Travel Cost.
12. Selective Service Personnel (Reservists).
13. Rwanda Relief Efforts.
14. USAF Intelligence (IMA Program).

3.4. AFRES Employer Support. REF: AFI 35 Series, OPR: Commander, C&A: Public Affairs.

3.4.1. As part of the "Commanders' Program" employer support is inspected during a QAFA. All units are required to conduct at least one employer support program each year.

3.4.1.1. Employer Support Day and Bosses' Day programs provide an opportunity for the civilian employers of reservists to see a reserve unit's mission first hand. A typical Bosses' Day visit includes: a unit mission briefing, tour of the unit/base, lunch at a base dining facility, and a local orientation flight (reserve airlift/aerial refueling units).

3.4.1.2. Civic Leader Tours, although not exclusively an employer support program, may be used to increase employer awareness of the Air Force Reserve. Two days in length, civic leader tours provide the opportunity to visit other reserve organizations via military airlift to gain a "broad view" of the reserve and its missions.

3.4.1.3. Employer Support working groups can be established to improve dialog between units and civilian employers. Guidelines were provided to NAF and Wing commanders, 25 Jul 94, at an AFRES Commanders Conference.

3.4.1.4. Each AFRES unit is required to provide a representative to their state committee for Employer Support of the Guard and Reserve. This requirement was established under HQ AFRES/CV's 29 Dec 93 letter, "Support for the National Committee for Employer Support of Guard and Reserve (NCESGR)."

3.5. AFRES Media Training for Commanders. REF: AFI 35-206, OPR: HQ AFRES/PAM, C&A: Unit Commander, Public Affairs.

3.5.1. Individualized media training is available to all AFRES wing commanders and group training is available to squadron and group commanders of a particular unit. New wing commanders are encouraged to complete this 1-day course within 1 year of assignment.

3.5.2. In June 1991, HQ AFRES/PAM established a media training program to prepare commanders for media interviews, news conferences, town meetings, etc. The program's structure is similar to that of OSAF/PA. It is individual-and unit-specific and deals with current Department of Defense, Air Force, and Air Force Reserve issues.

3.5.3. This fast-paced, intense, realistic individual training program provides on-camera videotaping and performance review. As a result, commanders are better prepared to deal with news media, promote the Air Force and Total Force, and present the best reserve image.

3.5.4. Commanders program critiques stated the following:

1. *"Great training. Glad to have had the opportunity. Wish I had this 10 years ago."* General Sherrard

2. *"You can never get enough of this type training. I have over 2000 hours of Flight Simulator time, but only 6 hours of media simulator time."* Colonel Cooper

3. *"I feel this has been the best training I've had from AFRES in my 17 years as an ART. A lot of training was done in 5 hours. I strongly feel that I can represent AFRES and the Air Force much better than before."* Colonel Czekanski

4. *"Absolutely the best training I have had in my Air Force career."* CMSgt Smits

3.5.5. A follow-up survey revealed the following:

1. *"I had an opportunity [to use the training] at a recent base community council luncheon with Q's and A's about our continuing presence at O Hare. I found myself emphasizing a couple of key points [as taught in the training] that I wanted them to take home with them."* Colonel Gingerich

2. *"I've used the training techniques in several speeches and two news media interviews. The training provided a good working knowledge of news media, which allows you to be much more comfortable during interviews."* Colonel Webster

3. *"I've used the training techniques numerous times. [I recommend] it for new commanders and vice commanders since they "sit-in" for commanders often."* Colonel Sullivan

3.6. Readiness Program Management. REF: AFRESI 10-202, OPR: Installation Commander, C&A: Staff, Unit Commanders, Readiness.

3.6.1. The readiness program is used for advocacy, concept development, management, and integration of the installation's entire contingency and emergency response capability.

3.6.2. The program intent is to minimize the loss of operational capability caused by enemy attacks, major accidents, and natural disasters. Major objectives are to: integrate planning, training, and resource employment to support program requirements; protect USAFR resources from enemy attack effects and restore primary mission assets following an attack; lessen the effects of major accidents and natural disasters and restore primary mission assets following such incidents; support civil authorities during major accidents and disasters; protect the public and mitigate public health and safety concerns in the event of major accidents or incidents involving DOD resources. At some installations, support is required for: DOE and military sponsored shipments of classified nuclear weapons components and transuranic radioactive waste materials (agreements provide for temporary storage); the DOD implemented Federal Radiological Emergency Response Plan (coordinates federal response to radiological emergencies); the Occupational Safety and Health Administration Rule for Hazardous Waste Operations and Emergency Response; and the provisions of the Superfund Amendments and Reauthorization Act (SARA) Title, III (HAZMAT emergency planning and response program).

3.6.3. Readiness Planning. The primary objective of readiness planning is to integrate and employ the components of the air base to ensure the installation is capable of sustaining its assigned mission(s) in the contingency environment presented by the expected threat according to location. Procedures for employing the capability must be incorporated into all contingency planning documents used at the installation. Unit specific procedures will normally be outlined in planning documents developed by the responsible functional agency. Specific planning requirements will be directed by HQ AFRES/CEX and will include base-wide measures and specialized tasks. General responsibilities for accomplishing readiness tasks will be incorporated in Base OPlan 32-1. (See AFI 32-4001, *Disaster Preparedness Planning and Operations.*) Readiness planning is divided into two areas known as Passive Defense Planning and Base Recovery Planning.

3.6.3.1. Passive Defense Planning. Passive defense planning will ensure the installation is protected from the entire spectrum of threats and minimizes their impact on capability. To accomplish this, passive defense planning is divided into four areas: hardening; dispersal; camouflage, concealment and deception (CCD); and nuclear, biological, and chemical (NBC) defense.

3.6.3.1.1. Hardening. When planning for hardening, balance the level of hardening and protection needed (depending on the type of buildings and utilities) and the threat (man-made or natural). Consider methods such as new construction (hardening increases structural strength and ballistic protection); revetments and structural alteration (protect building with revetments, earth berms, and permanent structural alterations; and expedient methods (sandbags, salvaged culverts, or steel drums filled with earth).

3.6.3.1.2. Dispersal. Unit commanders disperse key assets to secure resources. Provide redundant routes to each area having aircraft, equipment, vehicles, or supplies subject to urgent recall during and after emergency operations. Commanders planning for the dispersal of priority resources must work with the security police to ensure adequate security. All commanders must either move work centers and other functions identified in the Base OPlan 32-1 or prepare alternate locations when notified of impending contingencies. Commanders consider dispersing mission support functions by reallocating the use of existing buildings. (See *War and Mobilization Plan,* Vol I (WMP-1).

3.6.3.1.3. Camouflage, Concealment and Deception. Unit commanders perform the CCD tasks spelled out in the unit plan affecting their operations. CCD uses the principles of hiding, blending, disguising, and decoying. CCD measures may include camouflage nets, smoke generators, covering of reflective surfaces, and tone down paint schemes. Decoys and false operating surfaces can alter the perceived appearance of installation equipment and runways/taxiways. (See AFI 32-4007.)

3.6.3.1.4. Nuclear, Biological, and Chemical (NBC) Warfare Defense. Nuclear Warfare Defense: Personnel must know how to lessen the effects of fallout and continue their mission in an environment contaminated with radioactivity. Each installation must establish detection and warning systems; procedures to provide protective clothing and equipment for specialized teams; exposure control procedures; decontamination procedures; and procedures to protect vital C2 systems from electro-magnetic pulse (EMP) effects.

3.6.3.1.5. Chemical-Biological (CB) Warfare Defense. Personnel assigned to, or identified for deployment to, CB threat areas must know how to conduct sustained operations as a contaminated installation. All personnel must know the procedures to rest and relief in toxic free areas and individual protection. (See AFI 32-4001.)

3.6.3.2. Base Recovery Planning. Base recovery planning provides actions necessary to successfully restore operations and capability following destructive events. The recovery concept involves combined effort from personnel trained to operate as a team, and using specialized equipment, spearhead recovery efforts.   The survival recovery center (SRC) provides C2 for recovery operations. Procedures for operating the SRC including command relationships, composition, activation, and deactivation will be addressed in the Base OPlan 32-1. (See AFI 32-4001.) The recovery phase consists of two functions: damage assessment -identify, assess, and prioritize the effects of the damage and initiate recovery; and damage repair - restoring functionality to critical base systems. Some of the concepts and systems used in this task are rapid runway repair (RRR), rapid utility repair kits (RURK), contingency airfield lighting system (CALS), mobile aircraft arresting systems (MAAS), and mobile ordnance disrupter systems (MODS). (*NOTE:* Because EOD support is not available within most USAFR units, pertinent OPlans/OPords will task active duty units to provide this support, where required. See paragraph 3.38.)

3.6.3.2.1. Essential readiness measures range from highly specialized actions performed by a limited number of personnel (e.g., DP, EOD, fire fighters, security police) to common activities performed by all installation personnel (e.g., filling sandbags, self-aid and buddy care, blackout). Commanders must tailor requirements and operations to meet the potential or actual threat with effective capabilities. Units must be able to respond to worldwide contingencies as well as base and local emergencies. USAFR forces must anticipate operating from established AF installations, forward operating bases, and civilian airfields. A shift from deliberate to crisis action planning will force units to become self-reliant and self-sufficient.

3.6.3.2.2. Each installation must have integrated programs to support all assigned, attached, and tenant units located on and off the installation. The program must address the objectives and program elements as they relate to the applicable threat (natural or enemy, home station or deployed). Each unit commander (including tenants) must take part in their installation host's programs by taking part in base planning and exercises; scheduling personnel for training; furnishing a proportionate share of personnel for training; furnishing a proportionate share of personnel for the disaster response force; and funding, procuring, and storing equipment according to host requirements. USAFR units not located on a major AF installation (USAFR or active) must be as self reliant as possible during disaster

operations. The parent unit readiness staff should train and assist these units.

3.6.3.2.3. Program support responsibility for deploying units may transfer at the time of deployment. If the unit deploys to another AF installation or is designated to receive support from another AF installation, the host commander must include requirements for the deployed unit's contingency and emergency response operations as a part of the overall installation program. If the unit deploys to a non-AF installation and lines of command permit, the unit's wig commander is responsible for program support. If the unit deploys to a non-AF installation and lines of command do not permit program support by a major AF installation commander, the deployed unit is required to possess organic program capability (these units should also use available support from other services and host nation forces).

3.6.4.   Specific responsibilities for the installation commander, unit commanders, and the Readiness Flight are:

3.6.4.1. Installation Commander. Ensures: applicable plans, directives and similar documents contain contingency and emergency response guidance; an installation Readiness Council is established (see AFI 10-212); planning teams and/or working groups to support goals of each program are appointed; support plans are coordinated with DOD, federal and other civil authorities; response and mobility force is staffed, trained, equipped, and prepared to respond; the EET exercises and evaluates each program's capability; a protective shelter program is established; an installation warning system is installed and maintained; mobility forces are deployed and supported as required by applicable OPlans/OPords; the installation submits required reports.

3.6.4.2. Unit Commanders. Each unit (including those located on non-USAFR installations) must support the host installation's contingency and emergency response programs by: appointing a unit representative to manage unit aspects of the programs; accomplishing unit planning, training, and support operations; developing checklists; ensuring personnel have protective clothing; coordinating unit aspects of the programs with the installation Readiness Flight; conducting a recurring unit information program; planning, managing, and operating the unit's protective shelters program; budgeting for and procuring unit program materiel; ensuring assigned personnel, in or deployable to chemical-biological threat areas, can perform mission critical tasks in a chemical environment; ensuring deploying personnel are designated and trained to perform contamination control, shelter management operations, CCD, unexploded ordnance recon, and other readiness operations, as required.

3.6.4.3. Readiness Flight, see AFRESI 10-202, *Readiness Program Management*. Manages the installation programs

by: coordinating support agreements; providing the required training; developing plans and standard publications; helping units determine NBC detection, protection, and contamination control materiel requirements and related maintenance and use procedures; integrating response planning efforts; reviewing unit checklists; briefing new commanders and staff; organizing, training and equipping a DP support team, if needed; maintaining a mobile command post; conducting self inspections and unit assistance visits; providing personnel and equipment for UTCs and deployment when tasked; conducting DP operations and response; maintaining the Readiness Flight. (*NOTE:* The Readiness Flight in tenant units (wings) may share these duties with the host Readiness Flight Staff, if mutually agreed upon.)

3.6.4.4. Program Assessments. All emergency response programs will be assessed, as applicable, during all higher headquarters sponsored ORIs and assessments. HQ AFRES/CEX will develop program review and quality guidance to monitor the readiness program. Additionally, the program has specific requirements for the installation commander to conduct periodic evaluations of assigned, attached and tenant units.

3.7. Air Force Audit Agency Reports and Follow-up Procedures. REF: AFI 65-403, AFI 65-301, OPR: Commander, C&A: HQ AFRES Comptroller Plans and Systems Division, Unit Financial Analysis Officer/Comptroller, Supervisors.

3.7.1. The mission of the Air Force Audit Agency (AFAA) is to provide all levels of Air Force management with independent, objective, and constructive evaluations of the economy, effectiveness, and efficiency with which managerial responsibilities (including financial, operational, and support activities) are carried out. The primary role of the auditor is to provide Air Force management with information for improving effectiveness, reducing program costs, and assuring adequacy of internal controls in areas vulnerable to fraud, waste, and/or mismanagement. Potential issues are identified by AFAA research and senior management at secretariat, air staff, major command, and field operating levels. There are three types of audits:

3.7.1.1. Air Force Reports of Audit. AFAA conducts centrally managed, multi-site audits that evaluate Air Force activities, systems, programs, or functions. At the conclusion, AFAA personnel discuss tentative findings and proposed recommendations with management. A draft audit report with recommended corrective actions is then released.

3.7.1.2. Installation Level Reports of Audit. Three types of reports result from AFAA installation-level audits. They usually require the commander of the audited activity to take action in the form of formal, written comments within 30 calendar days after receiving the draft report of audit.

Installation-level audits produce the following reports of audit:

3.7.1.2.1. Regular Report. Covers issues on which the activity or installation commander can take action. These reports are addressed, in turn, to the appropriate intermediate command.

3.7.1.2.2. Special Report. Used to convey highly sensitive audit findings to HQ USAF and MAJCOM levels with a need to know and to managers who need to act. Generally, these findings involve matters such as unlawful activity or other instances which could cause embarrassment to the Air Force.

3.7.1.2.3. Commander's Audit Program Report. Used to convey results of a personalized audit service covering specific problems of primary concern to installation or tenant commanders. The requesting commander is the only one to receive this report.

3.7.1.3. Public Accountant Reports of Audit. Public accountants may perform audits of Air Force activities such as nonappropriated fund instrumentalities. The public accountant provides the draft report, with management comments, and the final report to the client.

3.7.2. AFAA sends draft reports of audit to the commander at the lowest management level responsible for acting on audit recommendations and discusses the report with the commander or the designated representative. Commanders must provide AFAA with a written, coordinated position, including a statement of concurrence or nonconcurrence on each audit finding, recommendation, and potential monetary benefit.

3.7.3. Management and audit officials must try to resolve any nonconcurrence or unresponsive management comments at the lowest management level possible. If resolution cannot be achieved at this level, the issue(s) must be elevated, discussed, and resolved at the next management level. All nonconcurrence must be resolved within six months from final audit report date. The Under Secretary of the Air Force is the final resolution authority.

3.7.4. The Comptroller Plans and Systems Division (HQ AFRES/FMP) of the Financial Management and Comptroller Directorate is designated as the command follow-up focal point for the Office of the Assistant Inspector General for Auditing (OAIG-AUD) audit activities. The Air Force follow-up program ensures management has implemented audit recommendations in a timely manner and corrected agreed-upon deficiencies.

3.7.5. Designated subordinate command follow-up focal points submit semiannual status reports to their unit commander. HQ AFRES/FMP due dates for this report are 5 April and 5 October. Monthly progress reports on all open items are submitted directly to the local AFAA with

an information copy to the parent wing, NAF, and HQ AFRES/FMP.

3.8. Air Force Military Training. AFI 36-2201, OPR: Commander, C&A: Commander.

3.8.1. The objective of military training is to train people to do their jobs in support of unit wartime and peacetime missions.   Military training uses formal (classroom) instruction and informal on-the-job training (OJT) to quality personnel on their jobs and lead to skill-level award.

3.8.2.   The Air Force training program is based on a dual-channel concept that includes a knowledge and a qualification track. The knowledge track includes general task knowledge and career knowledge gained through career development courses (CDCs), specialty technical study references, and upgrade training (UGT).   The qualification track involves hands-on training needed to perform in the specific duty position. Qualification track is consistent and will occur both during and after UGT. Commander responsibilities include the following:

3.8.2.1. Ensure unit training satisfies mission equipment, and career field/specialty needs.

3.8.2.2. Ensure unit training is organized, conducted, and evaluated to qualify airmen to perform their jobs and to progress in their skill level.

3.8.2.3. Ensure personnel use Career Field Education and Training Plan (CFETP) to manage training and identify position (wartime and peacetime) qualification and skill-level upgrade requirements for the work center and assigned individuals.

3.8.2.4. Ensure personnel plan and schedule OJT according to operational requirements, training availability, and opportunity.

3.8.2.5. Schedule exercises to qualify airmen on wartime tasks (as necessary).

3.8.2.6.   Ensure personnel meet documentation requirements ad keep administrative tasks to the minimum necessary to complete the mission.

3.8.2.7. Appoint trainers and certifiers in writing. Ensure they meet the requirements of HQ USAF/DPP Msg 232300Z JUN 95, Implementation Procedures for Education and Training Policy Adjustment.

3.8.2.8. Ensure the unit education and training manager trains unit personnel to perform OJT responsibilities and helps resolve unit training problems.

3.8.2.9. Make sure personnel are assigned to authorized positions.

3.8.2.10. Ensure supervisors conduct initial evaluations to determine airmen qualifications, OJT requirements, and formal training requirements.

3.8.2.11.   Ensure personnel identify formal training requirements and provide training feedback to base education and training managers and command functional managers.

3.8.2.12. Schedule additional formal training in accordance with mission priorities.

3.8.2.13. Monitor OJT progress.

3.8.2.14. Ensure personnel identify training problems and conduct remedial training.

3.8.2.15. Document corrective actions, and if necessary, take administrative action.

3.8.2.16.   Recommend OJT improvements to base education and training managers and command functional managers.

3.8.2.17. Withdraw airmen from training when they fail to graduate from their 7-skill level technical training course. Following up with retraining, separation, or waiver of the training requirement according to AFI 36-2101, *Classifying Military Personnel (Officers and Airmen).*

3.8.2.18. After initial unsatisfactory Career Development Course exam, the commander, with help from the unit education and training manager or base education and training manager, interviews the supervisor and trainee to determine the reason for the failure and corrective action required. The unit commander considers the adequacy of the CDC content, the airman's understanding of the course content, the airman's motivation and study habits, the supervisor's involvement, and the airman's reading and test-taking ability.   The unit commander counsels and places the trainee in supervised review training.

3.8.2.19. After the second unsatisfactory course exam results are received, the unit commander, with help from the unit education and training manager or base education and training manager, interviews the supervisor and trainee to determine the reason for the failure. After reviewing the facts, the unit commander decides on one of these options: (1) keep the airman in training, provide, evaluate, and certify career knowledge and upon successful completion, request a waiver of the CDC requirement; (2) withdraw the airman for failing to progress and evaluate for reentry into UGT and waiving of the CDC requirement; (3) withdraw the airman for failing to progress, request AFSC withdrawal, and recommend retraining or return to a previously awarded AFSC or (4) withdraw the airman for failing to progress and pursue separation.   The unit commander informs the trainee and supervisor of the option to be taken and initiates the appropriate actions.

3.9. Air Force Reserve Civic Outreach Program. REF: AFI 35 Series, OPR: Commander, C&A: Public Affairs.

3.9.1. Speeches by all Air Force Reserve commanders are an important tool for educating the American public on the reserve's role in national defense. Commanders are required to conduct at least two speeches to non-chair audiences each year. To enable commanders to speak with the latest information on subjects of community interest, HQ AFRES/PAM provides the following resources and support:

3.9.1.1. Resources.

3.9.1.1.1. Base Realignment and Closure Information.

3.9.1.1.2. Force Structure Information.

3.9.1.1.3. AFRES Command Briefing Text.

3.9.1.1.4. Air Force Reserve Core Competency Statements.

3.9.1.1.5. Selections from previous General Officer Speaking Packages (maintained on file by HQ AFRES/PAM).

3.9.1.1.6. Air Force Reserve Personnel, Budget, and Economic Figures, by state, for the previous fiscal year.

3.9.1.2. Support:

3.9.1.2.1. Coordinate with HQ AFRES/REL to provide core speech material.

3.9.1.2.2. Coordinate with HQ AFRES/FMA to provide Economic Impact Statements.

3.9.1.2.3. Coordinate with HQ AFRES/XPXP to prepare information on realignment actions affecting reserve bases/units.

3.9.1.2.4. Coordinate with HQ AFRES/JA to prepare information and/or questions and answers on policy issues.

3.10.   Air Force Reserve Congressional Outreach Program.   REF: AFI 35 Series, OPR: Commander, C&A: Public Affairs.

3.10.1.   The purpose of the Air Force Reserve's Congressional Outreach Program is to inform legislators at the state and federal levels on the reserve's role in national defense, the impact of pending legislation on the reserve, and the important role reservists and their units play in the economic and social life of their communities.

3.10.2. The philosophy of the program includes stressing a Total Force approach. Air Force Reserve efforts are intended to complement, not compete with, those of the Air Force and Air National Guard.

3.10.3. The program goal is to educate legislators, not attempt to directly influence political decisions. Every precaution must be taken to avoid the perception the reserve is lobbying.

3.10.4. The program was begun under the Congressional Site Visit Operations Plan 92-1, dated 20 Oct 92. It required the reserve's flying units, HQ AFRES, and HQ ARPC to meet with designated legislators including selected state governors at least once each calendar year. Commanders are encouraged to use current or former unit members and IMAs having good relationships with legislators to "open the door" for meetings. HQ USAF/REI overseas this program.

3.10.5. The Congressional Outreach Program seeks to convey several important messages to legislators including:

3.10.5.1. Reservists are "Home Town America" permanent community residents who own businesses, pay taxes, and are members of local civic organizations.

3.10.5.2. Reserve units provide full and part-time jobs to the community and also benefit the area economy through maintenance and other support contracted locally.

3.10.5.3. The Air Force Reserve is cost-effective flying 20 percent of the overall mission for 3 percent of the budget.

3.10.5.4. Air Force Reserve units are trained and ready now and are deployable into combat within 72 hours.

3.10.5.5. Continued equipment modernization is vital if the Air Force Reserve is to continue carrying a significant part of the national defense mission.

3.10.6. Continued reserve peacetime command and control of the Air Force Reserve is essential to preserve operational readiness. RCOP efforts are constantly monitored by HQ AFRES/PA to provide assessment of program effectiveness to AFRES/CC/CV. Other important legislative outreach efforts include:

3.10.6.1. Unit-sponsored legislator orientation flights to provide a first-hand look at the role played by reservists and their units in the Total Force national defense mission.

3.10.6.2. Copies of Citizen Airman Magazine are provided to legislators whose units are featured in articles. This helps elevate legislator awareness of reservists in their district and the unit's involvement with the community. This has resulted in several favorable contacts by legislators to AFRES/CC.

3.11. Air Force Reserve Recruiting. REF: AFPD 36-20, AFRESI 36-2001, OPR: Wing Commander, C&A: HQ AFRES/RS, Wing Senior Recruiter, Wing MPF/DP.

3.11.1. Air Force Reserve recruiters are assigned to the Reserve Recruiting Squadron and support Reserve wings, geographically separated units (GSU), and individual mobilization augmentee requirements. Although Air Force Reserve line recruiters primarily address wing manning needs, they are assigned by the Recruiting commander to bests support a national program, i.e., USAFR end strength requirements.

3.11.2. Health Professions Recruiting is divided into four regions, tasked with recruiting medical officers to fill unit and IMA requirements. In-service recruiters counsel enlisted/officers separating from the active duty Air Force about AFRES job opportunities, placing applicants throughout the nation and overseas. When positions are unavailable in the unit or IMA program, some individuals may be placed into the Individual Ready Reserve (IRR) as a qualified available resource.

3.11.3. To effectively recruit for unit vacancies, recruiters must be made aware of available positions and any special unit requirements (e.g., mobility, sensitive positions requiring interviews). Therefore, it is important to identify any special unit requirements to the MPF/MSMPU when projecting positions to be filled. Additionally, any projected E-6 and above vacancies should be filled from within the unit, if possible, before they are submitted to MSMPU for fill by the recruiter. Personal interviews are restricted in accordance with current fiscal year AFRES Manning Policy.

3.11.4. Interaction of key unit personnel with recruiters is highly encouraged to make recruiters aware of unit needs and educate them on the selling points of the unit. Recruiting and retention of quality people require a team effort. Remember, you, your recruiters and first shirts are the offense for getting and retaining "Qualified," trained personnel.

3.12. Air Reserve Technicians. REF: AFRESP 40-15, FPM SUPP 930-71, OPR: Commander, C&A: Supervisor, Civilian Personnel, Military Personnel.

3.12.1. Air Reserve Technicians (ART) are federal civil service employees who are hired to ensure stable, continuous management of the part-time Ready Reserve. As a condition of employment, they must be Ready Reservists, training with the units that employ them. ARTs are a nucleus of managers, planners, and trainers who have knowledge and expertise to smooth Air Force Reserve unit's transition from a peace time to a wartime environment. They provide management continuity, equipment maintenance, and training support to help keep their units combat ready. ARTs who lose their reserve assignment may be subject to separation from their civil service position. Numerous factors affect such a determination, including the reasons for the loss, the type of position occupied, physical limitations, etc. Different factors apply to different situations and the potential combinations are too numerous to mention here.

3.12.2. AFRESR 40-2, *Procedures on Air Reserve Technicians (ART) Who Lose Active Reserve Membership*, currently covers some situations and will be revised to reflect program guidance involving High-Year-of-Tenure for enlisted ARTs. In order to ensure consistent application, however, questions concerning the status of civil service employment for individual ART situations should be referred to HQ AFRES/DPCE or DPCC.

3.12.3. ARTs are expected to maintain the same standards of performance and bearing as their counterparts on active duty. PME and career specialty schools are perhaps even more important to ARTs than they are to part-time reservists. ARTs are encouraged to complete available courses both by correspondence and in residence. ARTs are authorized and ENCOURAGED to wear the uniform while performing PME. ARTs must follow appropriate standards of conduct in either military or civilian status. Military standards apply to proper wearing of the uniform, military courtesies, or when an ART is in military status. Civilian standards apply when in civil service status. Failure to abide by these standards can result in appropriate military or civilian discipline. Civilian discipline differs from its military counterpart. Civilian disciplinary choices include oral admonishment, reprimand, suspension, removal and rarely, change to lower grade. Questions concerning appropriate conduct and options in civilian discipline should be directed to the servicing civilian personnel office.

3.12.4. Generally, regulations, directives, instructions, and policies which pertain to regular civil service employees also apply to ARTs. Exceptions and additional considerations appear in AFRES regulations, pamphlets, instructions, and policy letters, which are regularly updated. Questions concerning interpretation of such AFRES directives should be directed to the appropriate function in HQ AFRES/DPC.

3.13. Annual Training (AT). REF: AFMAN 36-8001; AFRESR 45-15; AMCR 55-1; AFR 76-38, OPR: Commander, C&A: Unit Commander.

3.13.1. Specific planning guidance for Annual Tours, Deployments, and Exercises for AFRES units is found in AFRESR 45-15; and AFMAN 36-8001, *Reserve Personnel Procedures, Reserve Training*. AMC 55-1, *Airlift Operations*, details how to request organic airlift; AFR 76-38, *Department of Defense (DOD) Common User Airlift Transportation*, and AFRES SUP 1 tells how to request SAAMs. The first thing to consider is that the earlier you request a site, the more time you have to plan and coordinate. In any event, AFRES units must make this request prior to 1 March each year. In your request, justify requirements for training away from home station. You should select the closest site which will provide adequate

training. Every request for AT should include an EXPLAN, OPLAN, or OPORD. Training at a location cited in an EXPLAN is a good reason for doing your AT away from home station.

3.13.2. Annual tour away from home station requires Deployment Review Board (DRB) approval. The DRB must receive requests at least 120 days prior to the quarter in which the deployment occurs. This means some commanders must have an AT plan a minimum of 7 months prior to deployment.

3.13.3. Once your request for AT has been approved, you need to think about transportation. The DRB also gives approval to the mode of transportation selected. In short, commanders need to do the following:

3.13.3.1. Analyze training requirements.

3.13.3.2. Select the nearest site, or an exercise location where requirements can be met.

3.13.3.3. Submit an AT site and date request.

3.13.3.4. Submit an EXPLAN/OPLAN/OPORD.

3.13.3.5. Submit transportation requirements.

3.13.3.6. Budget sufficient funds for days, travel, per diem, etc.

3.13.3.7. Identify necessary logistics support and training requirements.

3.13.3.8. Ensure personnel selected for deployment are in mobility status (overseas locations only).

3.13.3.9. Ensure the correct UTCs deploy (if the EXPLAN tasks by UTCs).

3.13.3.10. Ensure team members receive an intelligence briefing.

3.13.3.11. File an end-of-tour or after-action report.

3.13.3.12. Start the process all over for the next FY.

3.13.4. Annual tours should be the major source of job proficiency enhancement each year. Reserve forces, by assisting active duty personnel during contingencies, exercises, and inspections, will ultimately contribute to their own expertise.

3.13.5. Lack of planning for AT requirements may result in lost training opportunities which in turn degrade the unit's ability to perform effectively during an evaluation or contingency. *NOTE:* Additional guidance for aerial ports is in AFRESI 24-101, *Reserve Aerial Port Program*.

3.14. Appointment/Assumption of Command. REF: AFI 51-604, OPR: JA/MSM, C&A: Commander, Judge Advocate, Personnel.

3.14.1. In the absence of an appointed commander, the senior officer assigned to an organization, eligible to assume command, is the commander. A junior officer, serving in the same grade as the most senior, eligible to assume command, may be appointed to command an organization.

3.14.2. Under no circumstances may an officer serving in a lower grade command an officer serving in a higher grade (major command a lieutenant colonel, etc.).

3.14.3. Nominations for command positions involving colonels or colonel billets are processed in accordance with AFI 51-604. These actions require AFRES/CV approval as a minimum.

3.14.4. Policy questions relating to command jurisdiction, responsibilities, etc., as outlined in AFI 51-604, should be referred to the Judge Advocate.

3.15. ART Leave Status While Performing Military Duties. REF: AFRES/CVA Memo, 8 Feb 94, Duty Status of Air Reserve Technicians, OPR: Supervisor, delegated from commander, C&A: Supervisor, Civilian Personnel, Staff Judge Advocate.

3.15.1. ART leave status and overall ART time and attendance are high interest items within the command. AFRES will have on-going reviews of leave, time and attendance recording, plus top to bottom training (commanders and timekeepers) to ensure accurate and legal application of leave and duty status directives. Commanders necessarily set the tone for their units to avoid actual or apparent improper management of this program area. Since actual leave status situations are so varied, it is not possible to cover the subject adequately in this handbook. Questions should be directed to HQ AFRES/DPCE.

3.16. Awards and Decorations. REF: AFI 36-2803 and AFI 36-2805, OPR: Commander, Supervisor, and MPF, C&A: Unit Awards Official.

3.16.1. A key to motivate people is to recognize their efforts and accomplishments. Individuals or groups frequently perform exceptional acts that warrant formal recognition. The Air Force Awards and Decorations program fosters morale, incentive, and esprit de corps through prompt public recognition of acts of exceptional bravery, outstanding achievement, or meritorious service performed by individuals or units.

3.16.2. Some keys to establishing a sound awards program:

3.16.2.1. Inform your people that you support a strong awards and decorations program. Talk to supervisors about the awards their people could be eligible to receive and encourage them to start documenting justification.

3.16.2.2. Research the awards available for your military and civilian personnel and your unit. Know the dates when awards must be submitted.

3.16.2.3. Expect supervisors to nominate their workers for awards. Ask "Why not?" if few are seen.

3.16.2.4. Closely track submissions to assure proper and timely processing.

3.16.2.5. Establish panels to determine who will be selected for quarterly, semiannual, and annual awards.

3.16.2.6. Review recommendations before indorsing them to ensure they are as complete as possible. This refers not only to validity, but also to administrative criteria. The better the package, the better the chances for approval.

3.16.2.7. Select an individual to serve as your unit awards official. The awards official will be a commissioned officer, noncommissioned officer, or civilian equivalent GS-4 or above who can be contacted at all times during normal duty hours. The awards official should become familiar with pertinent directives, solicit nominations for awards and decorations, suspense the unit sections for packages on personnel nominated for awards, use MPF products to monitor the overall program, and review packages to ensure compliance with the directives listed above.

3.16.2.7.1. The MPF personnel data system automatically computes the suspense date for recommendation submissions based on projected actions such as retirements, separations, and reassignments.

3.16.2.7.2. Unprojected actions such as achievement and heroism do not generate their own notification letters and suspenses. Therefore, all commanders must establish controls to ensure that recommendations recognizing an act or achievement are initiated within 60 days of the act or achievement.

3.16.2.7.3. Recommendations for military decorations must be formally entered into official military channels within two years of the closing date of the award, and decorations must be awarded within three years of the termination date of the act, achievement, or service performed. A recommendation is entered in official channels when it is signed by the recommending official and endorsed by a higher official in the chain of command, and it must be forwarded to the award authority. Indorsing officials who are not in agreement with a recommendation should recommend disapproval and provide justification for nonconcurrence.

3.16.2.8. Maintain the integrity of your decorations program by ensuring decorations are given only when individuals deserve them and when the individuals cannot be appropriately recognized by other means. Superior performance of duty, long tenure, or academic honors do not, in themselves, constitute justification for awarding a military decoration.

3.16.2.9. No decoration will be awarded or presented to any person whose entire service for the period covered by the decoration has not been honorable.

3.16.2.10. Only one decoration per person is authorized for any specific act or achievement. A decoration given for a single act or achievement does not preclude a decoration for meritorious service at the end of an assignment; however, the act or achievement cannot be used as justification for the latter decoration. There must be no dual recognition.

3.16.2.11. Present decorations within 90 calendar days after the recipient arrives on station or the decoration elements are received whichever happens later.

3.16.2.12. Give public recognition to the recipient by announcing the decoration through public affairs offices and local publications.

3.16.2.13. Decorations for deserving individuals are one of the best means to improve morale, incentive, esprit de corps, and retention as there is very little cost involved and it lets individuals know you care about their career.

3.17. Base Communications. REF: AFPD 33-1, AFI 33 Series, OPR: Base Communications Squadron, C&A: Base Communications Squadron.

3.17.1. Base Communications is a very large and complex portion of the daily operation of any Air Force installation. Commanders must be aware of the variety of communications media available to them and how to utilize each to best support their needs. The first place to go with questions concerning communications needs or requirements is the Customer Service Center at your local Base Communications Squadron. They will best be able to handle your questions or to point you in the right direction.

3.17.2. Autodin:

3.17.2.1. The AUTODIN (AUTOmatic Digital Network) system is the means by which most of the daily written communications in the Air Force is delivered. It is an interconnecting network of communications circuits, switching centers, message processing equipment, and remote terminals. The system is fast, reliable, redundant, and secure.

3.17.2.2. AUTODIN message traffic destined for all tenant organizations on the base is received and processed by the Base Communications Center (BCC). They deliver

organizational message traffic via several media; printed copy, floppy diskette, or remote terminal. They also transmit outgoing message traffic for all base activities.

3.17.2.3. All Air Force BCCs are governed by the same series AF regulations and instructions, however, they generally set up some local customer procedures for message processing and delivery that are driven by their own unique local requirements. The focal point for AUTODIN matters is your local BCC.

3.18. Career Retention Program. REF: AFI 36-2612, OPR: HQ AFRES/DPRV, C&A: Each level of Commanders, MPF.

3.18.1. The Air Force Reserve established the Career Retention Program to ensure that a sufficient number of qualified and motivated personnel are assigned to satisfy its mission requirements. The overall goals of the program are to attract, retain, and motivate qualified personnel. Commanders are required to participate in the program by:

3.18.1.1. Providing an environment that encourages members to take an active part in the program, and to reenlist in the reserve.

3.18.1.2. Appointing a staff sergeant or above to be the Unit Career Advisor.

3.18.1.3. Evaluating the Career Retention Program of any subordinate units.

3.18.1.4. Making the final decision on whether a member is eligible for reenlistment.

3.18.1.5. Providing a private area for interviews.

3.18.1.6. Welcoming each newly assigned enlisted member.

3.18.2. Your highest degree of responsibility will probably be in determining which members will not be eligible for reenlistment. Occasionally, you will find an individual who wants to reenlist, but who is not performing in a satisfactory fashion. You will have the unpleasant duty of denying reenlistment eligibility to that person.

3.18.3. Selection factors and procedures are contained in chapter 3 of AFI 36-2612, *United States Air Force Reserve Reenlistment and Retention Program*. You will have to counsel members who are not selected for reenlistment.

3.18.4. For you, probably the most satisfying part of the program will be administering the oath of enlistment. This may be done by any commissioned officer, but usually the commander exercises his prerogative to perform this duty. You may reenlist members in private or before a group. In any event, take the opportunity to inform all present that it is an honor to be selected for reenlistment and the Air Force is equally honored that those reenlisting have elected a career in the Air Force Reserve.

3.19. Checkered Flag Information. REF: COMACC Checkered Flag Training Plan, 1 May 1993 (Secret), OPR: HQ ACC/DOXE, C&A: HQ AFRES/DOX/DOT.

3.19.1. The ACC Checkered Flag (CF) program is designed to improve training of ACC and ACC-gained units in operations within assigned OCONUS areas. The program no longer focuses on a specific OCONUS training base. The emphasis now is on an assigned training region in overseas theater. The program goal for ARC units is a CF deployment to the assigned OCONUS training region at least once every 4 years. Participation in a real world contingency operation, regardless of location, is considered valid CF training and counts toward the every-fourth-year requirement.

3.19.2. HQ AFRES/DOXX schedules units for CF deployments after coordination with unit, NAF, ACC, and host theater air component staff. Once scheduled, the unit should submit deployment and airlift requests IAW standard AFRESR 45-15 procedures.

3.20. Citizen Airman. REF: AFI 35 Series, OPR: Commander, C&A: HQ AFRES/PAR, Unit Public Affairs Officer, Unit Personnel.

3.20.1. Citizen Airman magazine is an official Air Force publication printed six times a year to provide up-to-date information of interest to Air Force Reserve personnel and their families. The magazine is sent directly to each reservist's home as well as to state and federal legislators, active-duty members assigned to Headquarters Air Force Reserve and Headquarters Air Reserve Personnel Center, and in-service recruiting offices throughout the country. Distribution totals approximately 85,000 copies.

3.20.2. Contents includes a mixture of mission stories, unit and individual features, an editorial from the AFRES commander, a collection of news briefs, and letters to the editor. Most items are generated by staff writers; however, the magazine also relies on input from all reserve public affairs personnel. Contributors may send material for publication and other correspondence to HQ AFRES/PAR, 155 2nd Street, Robins AFB GA 31098-1635. Also, commanders or their public affairs offices can reach the staff by calling (912) 327-1773 or DSN 497-1773.

3.21. Civic Leader Trips. REF: AFI 35 Series, OPR: Commander, C&A: HQ AFRES/PAM, Unit Public Affairs Officer.

3.21.1. Budgetary cutbacks and reduction in the number of flying hours.

3.21.1.1. All unit-equipped organizations are authorized one civic leader trip every other year.

3.21.1.2. Unit-equipped public affairs offices are not required to submit a guest list prior to HQ AFRES approval of civic leader trips. However, a guest list of actual flight/trip participants must be included in unit after-action reports.

3.21.1.3. Associate units are authorized one civic leader trip every other year but must conduct the trip in conjunction with the host unit. Associate units follow directives of their respective gaining MAJCOM.

3.21.1.4. Tactical fighter and other units without the ability to provide their own airlift will compete for airlift through the quarterly airlift allocation conference sponsored by HQ AFRES/DOOM.

3.21.1.5. Employer trips will not be initiated at the unit level. Only the National Committee for Employer Support of the Guard and Reserve (NCESGR) will organize such trips.

3.21.2. The program responds to the public's interest and right to know about Air Force stewardship of national resources. Guidelines require trips to withstand public scrutiny. For example:

3.21.2.1. Requests must be submitted to HQ AFRES/PAM at least 45 days in advance of the trip, indicating advance coordination/concurrence from all affected agencies, unit commanders and public affairs offices.

3.21.2.2. Two day civic leader trips are acceptable.

3.21.2.3. Each stop must include a visit to an AFRES unit. Itinerary must show as many Air Force and Air Force Reserve roles as possible.

3.21.2.4. Units must formulate a full schedule, to include hosted evening activities, preferably an on-base dinner.

3.21.2.5. Lodging on base wherever possible.

3.21.2.6. Invitations should state trip will be flown aboard training mission, within allocated flying hours, and at no additional cost to the taxpayer. Participants should be told they will pay for all personal expenses including meals and lodging. Units are encouraged to give them a cost breakdown.

3.22. Civilian Employee Discipline. REF: AFI 36-704, AFR 40-7, OPR: Commander, C&A: Staff Judge Advocate, Civilian Personnel.

3.22.1. Air Force Policy. Commanders must maintain a constructive, disciplined work environment in which both management and employees recognize and carry out their responsibilities. Disciplinary or adverse action is taken without regard to marital status, political affiliation, race, color, religion, sex, national origin, or age. Adverse action

based on physical handicap is not taken when the employee can effectively perform assigned duties.

3.22.2. Disciplinary or adverse action is taken only when necessary. It must be prompt and equitable. Disciplinary or adverse actions are personal matters and are carried out in private. "Adverse action" includes removal, suspension, furlough for 30 days or less, or reduction in grade or pay. Adverse actions may or may not be for disciplinary reasons. "Disciplinary actions" are taken by management to correct an employee's delinquency or misconduct. They include, oral admonishment, reprimand, suspension, removal, or reduction in grade or pay.

3.22.3. All Air Force supervisors are delegated authority to take disciplinary and adverse action when necessary to promote the efficiency of the service. Management may not, however, take an action which would result in "prohibited personnel practice" (5 U.S.C. 2302; see AFI 36-704).

3.22.4. Management must be prepared to support disciplinary and/or adverse action by a preponderance of the evidence, and thus must be capable of proving the reason for the action taken (i.e., that the alleged misconduct occurred); the nexus between the misconduct or adverse action and the employee's job (i.e., that the action will in fact promote the efficiency of the service); and that the penalty imposed is appropriate to the offense (AFI 36-704). *NOTE:* If the disciplinary action is tried as a Whistleblower Protection Act case, management's burden of proof is raised to "clear and convincing evidence, where the appellant makes out a prima facie case of reprisal."

3.22.5. In any disciplinary action (unless your local collective bargaining agreement provides otherwise), you should gather the facts. You may interview the employee if need be (Caution: Civilian employees have the right to union representation during questioning if disciplinary action could result!) You should consult with your Employee Management Relations Specialist (EMRS) and SJA to consider options and determine what action is appropriate.

3.22.6. The EMRS and SJA will prepare a notice letter of adverse and/or disciplinary action for signature by the "Proposing Official" (normally a first or second level supervisor). The Notice Letter must inform the employee of the following:

3.22.6.1. Notice of the precise action being proposed (i.e., suspension, removal, etc.);

3.22.6.2. The reason(s) for the action (keep it simple and straightforward);

3.22.6.3. Notice of the employee's right to review the material or evidence relied upon to support the reasons for action;

3.22.6.4. Date when the proposed action is to take place;

3.22.6.5. Right to respond orally, in writing or both, and to furnish documentary evidence;

3.22.6.6. Amount of official time for preparation of a response; and

3.22.6.7. Right to representation (union representative, private attorney, or other person).

3.22.7. The "Deciding Official" is normally the next level supervisor up from the proposing official (but may be the same person).

3.22.8. The decision must be in writing (prepared by EMRS and SJA) and served on the employee. The Official must have considered employee's response and must document his/her consideration of the twelve Douglas factors governing appropriate penalty selection. Use AFI 36-704, as a guide to selecting an appropriate penalty. The decision letter must inform employee of his/her appeal rights.

3.22.9. An employee who is a bargaining unit member, may:

3.22.9.1. File a grievance under the negotiated grievance procedure of the local collective bargaining agreement; or

3.22.9.2. File an appeal (within 20 days) with the Regional Office of the Merit Systems Protection Board, for actions which involve a removal, suspension for more than 14 days, reduction in grade/pay, or furlough of 30 days or less; or

3.22.9.3. File an EEO complaint.

3.22.10. Any one of these appeals could result in an administrative hearing before a federal sector arbitrator, the MSPB, or the EEOC. Air Force management officials will probably be required to testify. Failure to meet the burden of proof could result in mitigation and/or reversal of the penalty imposed along with backpay, reinstatement and/or attorneys fees.

3.23. Commander's Call. REF: AFPD 35-3, OPR: Commander, C&A: Unit Personnel, First Sergeant, Public Affairs Officer.

3.23.1. Commander's Call should be viewed as a commander's opportunity for direct personal contact with unit personnel. It should serve as a medium for exchanging information and ideas, and for creating mutual understanding between people. It can establish the commander as the primary source for information in the unit. Commander's Call, which should supplement other means of communications, is sometimes the only time when most of a unit's members can meet together.

3.23.2. Use Commander's Call to discuss unit activities, achievements, and goals reached since the last Commander's Call or planned before the next one. Periodically discuss the mission and how the unit fits in. Recognize newcomers and members leaving the unit. Present awards and decorations. Discuss contemporary problems and issues of the Air Force and the unit. Provide other information - direct from you, not through the grapevine.

3.23.3. A Commander's Call is not required but is highly encouraged. Sessions should be conducted on a scheduled basis - monthly, bimonthly, or quarterly. Civilian employees and spouses are urged to attend, too.

3.23.4. Showing the 28-minute Air Force Television News videotape and 10 minute Citizen Airman Video magazine is also encouraged. These videos provide viewers with the "big picture."

3.23.5. Some tips for commanders:

3.23.5.1. Do not delegate this forum. This is the commander's showcase for information and visibility; don't miss it!

3.23.5.2. Do not use Commander's Call to reprimand or give disciplinary lectures to your unit.

3.23.5.3. Do use the imagination and talents of unit people to make the session interesting. Keep the emphasis upbeat, creative, and tailored to your unit.

3.23.5.4. Do come prepared, with a balanced agenda that leaves time for discussions/questions and answers. Don't overload information. It kills time and attention.

3.23.5.5. Do schedule frequency of Commander's Call according to unit needs. Consider separate sessions for different grades.

3.23.5.6. Do change the location occasionally.

3.23.5.7. Do answer as many questions at the session as possible, and promise answers to questions that need more research. Follow up at least by the next session.

3.23.5.8. Do ask yourself if you are wasting your people's time. Would you want to sit through your own Commander's Call?

3.23.5.9. Do encourage your unit public affairs representative to assist you.

3.24. Comptroller/Financial Management Activities at the HQ AFRES Level (FM). REF: AFI 65-101, AFRESR 23-44, OPR: Director, Financial Management: Director, Financial Management and Comptroller.

3.24.1. The Director of Financial Management has four primary functions at the HQ AFRES level. These duties include:

3.24.1.1. Serving as financial advisor to the AFRES vice-commander and his staff.

3.24.1.2. Developing and implementing plans, policies, and directives pertaining to the command-wide operation of financial analysis, accounting and finance, and comptroller programs.

3.24.1.3. Advising the command in relation to above activities (including review of operating information, both financial and nonfinancial), and providing technical advice and assistance on comptroller activities to subordinate comptroller organizations.

3.24.1.4. Acting as the HQ AFRES commander's focal point for Air Force and external audit agencies, and congressional matters.

3.25. Complaints. REF: Article 138, UCMJ, AFI 51-904, OPR: Commander, C&A: Staff Judge Advocate.

3.25.1. The purpose of Article 138 is to give military members a way to complain to his or her commanding officer about an action that a commander took against the complaining member. The member must first submit the complaint in writing to that commander for possible resolution. If the commander refuses to redress the grievance, the member may forward this complaint to the first General Court Martial Convening Authority in the chain of command. For AFRES, that is RE.

3.25.2. The commander must consider the evidence submitted by the member, as well as any other available

evidence, before reaching any decision. At times the commander may lack authority to grant any redress. If this is the case the commander should forward the complaint up the chain of command for further consideration and notify the member.

3.25.3. Some of the most common reasons for Article 138 complaints (e.g. officer and airmen evaluations, involuntary separation actions, and deferral of post-trial confinement, and military justice matters such as Article 15 nonjudicial punishments) are not proper subjects for this complaint system. Commanders should consult their servicing Staff Judge Advocates for advice on each case.

3.26. Communications-Computers. REF: AFI 33-103, OPR: SCP, C&A: Communications-Computer Systems Information Management.

3.26.1. Communications and computers have become more entwined as we increasingly rely on computers connected to local and wide area networks (LAN/WAN) to conduct our daily business. We find variations on this theme being used in deployed situations as well.

3.26.2. Today's small computers are being used to: Input and extract data from standard AF systems, such as, personnel accounting and finance, manpower, etc., receive official correspondence and messages. Share information with anyone having "E-mail.af.mil." Retrieve information on any subject that is available on the Internet - W.W.W. They can also be used in the stand-a-lone mode for a myriad of word processing applications.

3.26.3. Requirements processing for obtaining computers vary with the size and type of system needed. (Ref to AFI 33-103). Generally some form of requirements document is needed to establish the requirement and a source of funds will have to be identified. Large systems requiring large expenditures must be planned long enough in advance to be considered in the budget process.

3.26.4. Software for basic system operation normally comes with the system when purchased. Commercial off-the-shelf (COTS) software packages are available to solve most processing needs. A standard suite of software will be made available over the AFRES LAN/WAN. (Ref to AFI 33-114 for additional info).

3.26.5. Computer systems, AKA, automated data processing equipment (ADPE) is accounted for using the standard AF system, Information Processing Management System (IPMS). Ref AFI 33-112. Each location is assigned an AFRES data processing installation (DPI) number in the 52XX range. A locally appointed Equipment Control Officer (ECO) will administer the account. Equipment custodians (ECs) are appointed from functional areas to assist the ECO and have custodial responsibility for the ADPE in their area. ADPE accountability remains a very visible high interest item for inspections.

3.26.6. Service Level Agreement (SLA) for AFRES network management: The AFRES LAN Administrator is the focal point for all AFRES LAN/WAN issues. For AFRES host bases, the LAN administrator may be collocated with the base network control center (BNCC), in the base SC organization. For AFRES tenant units, a designated person will function as the AFRES LAN administrator. The BNCC is the base focal point for LAN/WAN issues. The Command Network Support Center (CNSC) is the AFRES command focal point and is located at HQ AFRES. The Command Network Support Center (CNSC) is the AFRES command focal point and is located at HQ AFRES. The CNSC HELP DESK NUMBER IS DSN 497-1794.

3.26.7. When you have comm-computer problems that you need help with one of your best sources of info is the HQ AFRES STAFF Directory - look up the SC Organization - Directorate of Comm-Computer Systems.

3.27. Communications Security. OPR: SC, C&A: SC.

3.27.1. Information Protection. REF: AFPD 33-2 and AFI 33-200 series instructions. Air Force dependence upon C4 systems and networking multiple systems has resulted in a significant increase in the disruption of operations and diversion of assets. As information systems and network resources use expands, and networking increases, the potential for unauthorized access to sensitive information increases along with the potential for individuals to accidentally or intentionally alter operations, personnel records, or financial/supply data. According to Air Force Policy Directive 33-2, the host wing commander establishes a Wing Information Protection Office who is the focal point for information protection. This office conducts risk analysis, accreditation and certifications for all automated information systems (AIS). They also manage the wing's communication security (COMSEC) account. The focal point for emission security (EMSEC), and responsible for security awareness training and education for the base populace.

3.27.2. Computer Security (COMPUSEC) Program. REF AFI 33-202, AFMAN-221 through AFMAN-227. The COMPUSEC program assures effective and efficient level-of-protection for automated information system (AIS) resources and information throughout the AIS's life cycle. The three objectives of the COMPUSEC program are to assure computer resources are available to authorized users when needed. Ensure computer resources operate correctly and information/data in the system is accurate. To ensure only those with proper clearance, authorization and need-to-know are allowed access to sensitive information. These objectives must be maintained by the AIS throughout the system's life cycle. To achieve these objectives personnel must provide commanders with information concerning vulnerabilities and threats. Commander must appoint a Unit COMPUSEC Manager (UCM) to oversee their unit's COMPUSEC program.

3.27.2.1.   All AISs under their jurisdiction must be accredited before placing them into operation.

3.27.2.2.   Allocate resources (funding and manpower) to achieve and maintain an acceptable level-of-protection and to remedy security deficiencies.

3.27.2.3.   Ensure certifying officials, functional OPRs, and computer system security officers are identified for all AISs under their jurisdiction.

3.27.2.4.   Approve system security policies.

3.27.2.5.   Ensure all C4 systems requirements documents are reviewed by information protection personnel responsible for the AISs affected to ensure COMPUSEC requirements are properly addressed (AFI 33-103) *Communication Security (COMSEC).*

3.27.3.   The Communication Security (COMSEC) Program. REF: AFI 33-211, AFI 33-212, AFI 33-213. COMSEC refers to the day-to-day application of transmission security, emission security, and cryptographic security. Wing commanders are responsible for the overall COMSEC posture of the base. They appoint a base COMSEC manager and alternate COMSEC manager to manage the base COMSEC program and to assist and advise them in all COMSEC matters.   The wing commander may delegate appointment authority to the commander of the supporting COMSEC account. Unit commanders of each unit that needs COMSEC material:

3.27.3.1. Ensures the authorizing official names, in writing, a COMSEC Responsible Officer (CRO) (staff sergeant, GS-5, or above) and at least one alternate (sergeant, GS-4, or above), to received COMSEC material.

3.27.3.2. Ensures adequate, approved security containers or facilities are available for storing COMSEC material.

3.27.3.3. Takes immediate, corrective action in response to discrepancies identified during a command COMSEC functional review or a base COMSEC manager semiannual functional review. All functional review reports require the commander's action or endorsement.

3.27.3.4. May appoint more than one CRO in large units, depending on the number of COMSEC users and the volume of material handled.

3.27.3.5. Ensures the destruction device used for COMSEC material is listed in AFKAG-1, Annex F.

3.27.4. Emission Security (EMSEC) Program. REF: AFI 33-203. Commanders must be aware of the possible damage emission from electronic devices can make. Unintentional signals, if intercepted and analyzed, could disclose information transferred, received, handled, or otherwise processed by any information-processing

equipment. EMSEC is not a player unless classified information is processed. Commanders should rely on the wing information protection manager to assist him with EMSEC concerns.

3.27.4.1. Air Force installations will establish a wing EMSEC program conducted by the Wing Information Protection Office. This program will address all EMSEC requirements on the base, including those of tenant units.

3.27.4.2. Include Wing Information Protection Office representatives in planning meetings for new equipment acquisition, installation, configuration of existing facilities that process classified information.

3.27.4.3. Assist the Wing Information Protection Office to determine EMSEC requirements and, when required, cost estimates of required countermeasures during initial meetings for new facility construction or upgrade projects.

3.27.5. Security Education Awareness and Education (SATE) Program. REF: 33-204. The SATE program is a single, integrated security education, awareness, and training effort covering the communications security (COMSEC), computer security (COMPUSEC), and emission security (EMSEC) disciplines. It is a training and indoctrination program established to emphasize information protection awareness and to promote consistent application of security principles in the use of Air Force information systems. Commanders appoint a unit SATE manager to administer the SATE program within their unit and ensures:

3.27.5.1.   All newly assigned personnel receive SATE training with 60 days of arrival.

3.27.5.2. Personnel receive annual refresher SATE training for all unit personnel including personnel from field offices, detachments, and operating locations in the local area receive unit administrative support.

3.27.5.3. Supports and implements the Wing Information Protection Office SATE program.

3.27.5.4. Tenant unit commanders must follow the host base SATE program according to their host tenant support agreement.

3.28. Contingency Plans Branch. REF: AFPD 10-4, AFI 10-401, OPR: Chief, Plans & Programs, C&A: N/A.

3.28.1.   The office of Contingency Plans Branch is responsible for wartime contingency planning for the Air Force Reserve.   This office develops objectives for preparation of AFRES Contingency Plan, is responsible for annual update of the AFRES War Mobilization Plan (WMP-3), as well as the Air Force WMP (Vols 1-5), and is the focal point for all unit type code (UTC) issues. XPXX is responsible for oversight of AFPD 10-4 and AFI 10-401

which serve as the basic policy directives for Air Force Contingency War Planning, and the implementation of Operation Plans (OPlans) at all echelons.

3.28.2. To help you better understand the ever changing world of war planning, listed below is a synopsis of the Air Force planning process from the apportionments listed in the Joint Strategic Capabilities Plan (JSCP), to the published OPlan at the gaining command level.

3.28.2.1. The Joint Strategic Capabilities Plan (JSCP) establishes apportionment of resources.

3.28.2.2. The component commands forward data to the unified commands to include in their OPlan.

3.28.2.3. The gaining major commands (AMC, ACC, AFSOC, etc.) develop their OPlan supporting USAFE, PACAF, etc.

3.28.2.4.   The supported commands develop the time-phased force and deployment list (TPFDL) and place it in the Worldwide Military Command and Control System (WWMCCS).   Effective NLT 1 Jul 96, the Global Command and Control system (GCCS) will replace WWMCCS.

3.28.2.5. The OPlans will be forwarded to the unit plans office (AFRES Wing), by the GMAJCOM, to include the TPFDL extracted from the WWMCCS.

3.28.2.6. The commander may refer limiting factors (LIMFACS) or unusual questions through the chain of command.

3.28.2.7.   All commands review the TPFDL for supportability.

3.28.2.8. All AFRES UTC functional managers review the TPFDL.

3.28.2.9. Representatives from HQ AFRES/XPXX attend all OPlan sourcing and refinement conferences.

3.29.   Continuous Improvement (Quality) Initiative. REF: Improvement Master Plan, OPR: Commander, C&A: Quality Officer (CCX)

3.29.1.   This section provides a description of what continuous improvement in the United States Air Force Reserve.

3.29.2. Our Mission describes our role, the forces we bring to the fight, the medium in which we operate, and what we hope to achieve. The mission of the United States Air Force is to defend the United States through control and exploitation of air and space. The mission of the United States Air Force Reserve is to ensure that its units and individual members are prepared to accomplish their assigned missions in support of national objectives (AFR 23-1, 31 March 1992, para 3a).

3.29.3. The Air Force Vision is "Air Force people building the world's most respected air and space force...global power and reach for America." Our supporting vision is:
     By the year 2000, the United States Air Force Reserve will be an unrivaled partner within the Department of Defense and acknowledged as world-class in leadership and continuous improvement. Inherent in this vision is a firm commitment to meet or exceed gaining major command requirements. As a dynamic organization of enthusiastic and highly skilled individuals, we will collectively achieve all taskings in support of America's national objectives.

3.29.4. We share proven Core Values: integrity, service before self, and excellence in all we do. Our Guiding Principles provide us with a basic frame of reference that establishes general rules of conduct.

3.29.4.1. We are individually and collectively entrusted with the defense of our nation and the American people.

3.29.4.2. We recognize the requirement to fully consider the needs of our citizen airmen--our greatest asset--while seeking better ways to use their capabilities.

3.29.4.3. We empowered to use the quality improvement process in every part of our work, beginning with clearly stated requirements.

3.29.4.4. We advocate an environment in which differing and creative ideas are valued.

3.29.4.5. We are committed to continuous improvement of our work processes by focusing on prevention, as well as detection of error and waste.

3.29.4.6. We use problem solving and quality improvement processes to make fact-based decisions.

3.29.4.7. We work constantly to meet or exceed customer expectations.

3.29.5. The Air Force Reserve's record of achievement has stood for years as a benchmark for similar reserve organizations. But times are changing: resources are limited and requirements for success are escalating. Global, national, and Air Force environments are changing rapidly and we must plan and act accordingly.

3.29.6. A mission-focused organization recognizes the need to improve continuously and wisely adapts to meet challenging conditions and demands. Our mission is not to do quality, it is to accomplish our mission in a quality way. And there is a difference.

3.29.7. Continuous improvement is about people. To continue as an effective air reserve force, we must make the best possible use of our greatest asset, our people.   Good leadership, teamwork, efficient work processes, viable planning, effective mission execution, and commitment are essential ingredients.

3.29.8. In order for the Air Force Reserve to fulfill America's expectations and requirements, we must aggressively proceed through the organizational development phases of awakening, transition, application, integration, and breakthrough (as outlined in the Continuous Improvement Master Plan (CIMP).   The Continuous Improvement Master Plan is a distillation of experience gained making continuous improvement part of our daily work. The plan embodies the spirit of the organization we want to be. It does this by providing broad guidance, not a laundry list of "how to's."

3.29.9.   The Continuous Improvement Master Plan is designed to serve as a source of broad guidance relating to continuous improvement within the Air Force Reserve. The cornerstone of this document is the Master Plan Model. This model is designed to guide Air Force Reserve organizations from the initial "awakening" phase of the continuous improvement process through to the ultimate "breakthrough" phase. The command goal is to have most Air Force Reserve organizations into the "application" phase of continuous improvement by the end of Fiscal Year (FY) 1998.

3.29.10.   In keeping with the spirit of continuous improvement, the plan should not be considered absolute or inflexible in application. The concepts and principles of continuous improvement must become individually and organizationally internalized. Therefore, organizations are encouraged to continue to develop training and emphasis programs that best suit their particular requirements. Your continued input will be critical to further improvements in our quest for excellence and true customer satisfaction.

3.29.11. The Air Force Reserve Executive Group will review and update this plan periodically. Corrections and suggested changes to this plan can be made through command channels or directly to HQ AFRES/QI, Robins Air Force Base, GA, DSN 497-1989 (voice) and DSN 497-0266 (FAX).

3.30.   Counseling/Reprimands. REF: AFI 36-2907, OPR: Commander, C&A: Staff Judge Advocate, MPF.

3.30.1. Any commander, supervisor or other superior (e.g., first sergeant) may counsel a subordinate or issue a letter of reprimand or admonition to that subordinate.

3.30.2.   A commander may counsel or reprimand a subordinate to correct violations of Air Force standards of performance, conduct, bearing, behavior, integrity, etc., on and off-duty, which degrade the individual and unit's mission accomplishment. Unacceptable deviations should be identified as early as possible to the member in the form of a record of counseling, oral reprimand, written letter of reprimand or letter of admonition.

3.30.3.   The Air Force Reserve does not maintain Unfavorable Information Files (UIF) on reserve members; this is a tool available only to the active duty force. Accordingly, reserve commanders should file memos for record about oral counseling and letters of reprimand (with supporting documentation) in the individual's squadron files for future reference; they should be maintained there as long as the commander feels appropriate.

3.30.4. A letter of reprimand should clearly set out what the member did wrong and emphasize the impact his or her actions had, or could have had, on the mission or the morale and welfare of other individuals. It should emphasize that the member's performance or behavior will be monitored and that improvement is expected. Finally, it should make clear that additional problems may result in more serious action.   The member should be asked for written acknowledgment of the receipt of a copy of the reprimand, though the member may not be required to concur in the appropriateness or correctness of the reprimand.

3.30.5. AFI 36-2907 outlines the Air Force Unfavorable Information File, control roster, letter of reprimand, and record of individual counseling programs for the active duty force. Although the regulation specifically does not apply to USAF reserve member, the policies set out in chapter 3 (Administrative Reprimands and Admonitions) and chapter 4 (AF Form 174, **Record of Individual Counseling**) provide a good guide for using these particular corrective tools with members of the Air Force Reserve. The only "permanent" record of misconduct available to reserve commanders is to "memorialize" the misconduct in a referral performance report which will stay in the member's records.

3.31.   Court Martial Charges. REF: Manual for Courts-Martial (1984); AFI 51-201, AFI 51-202, OPR: Staff Judge Advocate, Special and General Court Martial Convening Authorities, C&A: Security Police, OSI, Social Actions.

3.31.1. The three types of courts-martial in descending order of punitive power are the General court-martial, the Special court martial, and the Summary court martial.

3.31.2. General Court Martial (GCM) try the most serious offenses, and are composed of a military judge, not less than five court members, a trial counsel, a detailed defense counsel, and a court reporter. A General court may impose any sentence authorized by the President under the Manual for Court Martial, including the death penalty. It is the only court that may order the dismissal of a commissioned officer.

3.31.3. Special court martial (SPCM) try lesser offenses and are composed of a military judge, not less than three members, a trial counsel, a detailed defense counsel, and a court reporter. Special court martial sentences are limited to a bad-conduct discharge, confinement at hard labor for six months, forfeiture of two-thirds pay per month for six months, and reduction to the lowest enlisted grade.

3.31.4. Summary court martial try petty offenses, and are composed of one officer who determines guilt or innocence, and imposes sentence. Summary court martial sentences are similar to those that can be imposed under Article 15, except that confinement can be ordered for 30 days.

3.31.5. A DD Form 458, **Charge Sheet**, will be drafted by the servicing Staff Judge Advocate's office. The charges are "preferred" when they are sworn to, normally by the accused's immediate commander. [*NOTE:* The commander must be in a UCMJ Article 2 status when swearing to the charges.] After referral, the commander must read the charges to the accused and complete Block 12 of the DD Form 458. The servicing Staff Judge Advocate will also prepare an AF Form 65, **Transmittal of Court-Martial**, with the assistance of the commander. Cases which may result in GCMs must first go before an Article 32 investigating officer.

3.31.6. The convening authority will normally be the active duty wing/installation commander (SPCMS) or Numbered Air Force or MAJCOM commander (GCM), as identified in the unit's host-tenant support agreement.

3.31.7. Once the charges have been referred to trial by the appropriate convening authority, the Trial Counsel will serve them on the accused. The GCM convening authority will obtain Secretarial approval for recall to active duty for trial.

3.32. Detention of Civilians. REF: AFI 31-205, OPR: Installation Commander, Staff Judge Advocate, Security Police, C&A: Civilian Law Enforcement Authorities, Civilian Personnel.

3.32.1. Air Force installation commanders are responsible for protecting personnel and property under their jurisdiction, to insure the uninterrupted and successful accomplishment of the Air Force mission. Therefore, they are authorized to grant or deny access to their installations, and to exclude or remove persons whose presence is unauthorized. If unauthorized entry occurs, the violators may be detained, ordered to leave, and escorted off the installation. Violators who reenter after having been removed or debarred may be prosecuted under 18 U.S. Code Section 1382.

3.32.2. Base police are authorized to detain civilian employees, civilian dependents, and non-base connected civilians who are suspected of having committed an offense on base. They will be released or transferred to the custody of civil law enforcement authorities. All individuals on a military installation may be searched incident to their arrest, at an entrance or exit of the base (gate search), or pursuant to the installation commander's authorization based upon probable cause.

3.32.3. The commander has numerous response options to civilian misconduct, ranging from a warning to a recommendation for prosecution. A warning may be oral or written, and may contain a threat of more serious discipline in the event of a recurrence of misbehavior. The commander can revoke an individual's privileges to use base shopping and recreation facilities, to drive on the installation, to commercially solicit base housing residents, and to reside in base housing. The commander may debar an individual from the base; violation of the debarment order is a crime under 18 U.S. Code, Section 1382. Finally, offenses may be prosecuted in state court or federal court.

3.33. Drug Abuse Testing Program. REF: AFI 36-2701, AFI 44-120 OPR: Commander, C&A: Staff Judge Advocate.

3.33.1. Deterrence is the primary purpose of the Air Force Reserve Drug Abuse Testing Program. Other purposes include identifying reserve military persons for rehabilitation or discipline and for obtaining data on the prevalence of drug use.

3.33.2. Urinalysis testing is an effective deterrent only when it has the potential to reach all Air Force Reserve members. Commanders therefore are given flexibility to select the most appropriate testing procedure for their unit. Generally, inspection testing will be the predominant method used, supplemented by commander-directed, probable-cause and incident to medical care testing.

3.33.3. The following is a brief explanation of the testing methods available to the commander:

3.33.3.1. An inspection under military rule of evidence (MRE) 313(b). Inspections may be conducted as a unit sweep or randomly on segments of a squadron, unit, duty section, dormitory, or other organization. An inspection does not have to encompass an entire squadron, unit duty section, or dormitory. The singling out of specific individuals or small groups is not allowed.

3.33.3.2. A probable cause search and seizure. Commanders can order a urine test when there is probable cause to believe that the reserve military member has ingested drugs. Remember, however, the staff judge advocate should always be consulted prior to taking this action.

3.33.3.3. A command-direct examination. The commander can refer a reserve military member for urine testing when there is a reasonable suspicion of drug abuse. A command-directed examination may be conducted to

determine a member's competency for duty and the need for counseling, rehabilitation, or other medical treatment.

3.33.3.4. Incident to medical care. The medical facility will notify the unit commander and SAO when a member is observed, identified, or suspected to be under the influence of drugs; or is being treated for an injury that may be the result of substance abuse; or when the member is admitted by a physician as a patient for detoxification.

3.33.4. Additional guidelines for these tests are set forth in AFPD 36-27 and AFI 44-120, *Drug Abuse Testing Program*. Commanders should read these provisions and consult with the staff judge advocate before implementing drug abuse testing.

3.34. Enlisted Evaluation System. REF: AFI 36-2403, OPR: MPF, C&A: MPF.

3.34.1. The Enlisted Evaluation System (EES) is the Air Force-wide program which established policy on rating enlisted personnel. AFI 36-2403, *The Enlisted Evaluation System (EES)*, is the governing directive. It tells you how to prepare, process, and control the AF Form 910, **Enlisted Performance Report** (AB thru TSgt), AF Form 911, **Senior Enlisted Performance Report** (MSgt thru CMSgt) and AF Form 77, **Supplemental Evaluation Sheet**, for all AFRES enlisted personnel. The EES has two objectives. The first is to provide the ratee with candid performance feedback so they know what the Air Force and their supervisor expect of them and to let them know how well they are doing. The second is to provide an official record of performance as viewed by officials in the rating chain who are close to the actual work environment. The initial feedback session should be conducted during the newcomers incoming OJT interview (AFRES Category A reservists only). Airman Basic through Chief Master Sergeant will receive annual feedback sessions beginning one year from their initial session.

3.35. Enlisted Professional Military Education (PME). REF: AFPD 36-23, AFI 36-2301, AFMAN 36-8001, OPR: Director of Personnel, C&A: Commander/ Supervisor.

3.35.1. The Air Force perspective on PME is the right PME at the right time. Enlisted Professional Military Education (EPME) is an Air Force program consisting of Airman Leadership School (ALS), Noncommissioned Officer Academy (NCOA), and USAF Senior NCO Academy (SNCOA). Each prepares Air Force enlisted members for positions of greater responsibility. The three-tiered program is designed to provide varied leadership skills required at each level of enlisted supervision and management throughout the Air Force. EPME enhances professional development of enlisted members by strengthening their ability to lead and manage while they gain a broader understanding of the military profession. Accordingly, the Air Force Reserve views EPME as an integral part of an airman's professional development, and encourages all personnel to take advantage of the available schools.

3.35.2. Reservists are eligible to attend all levels of EPME and are encouraged to compete for in-resident school quotas. The SNCOA is located at Maxwell AFB, Gunter Annex, AL and is 7 weeks. NCOAs are located throughout the CONUS and are 6 weeks. ALS is conducted at base level and is 4 weeks.

3.35.3. Because of different career and promotion needs, full-time civilian jobs, limited window of opportunity to attend, etc., the Air Force Reserve may send SSgts and TSgts to NCOA and MSgts and SMSgts to the SNCOA. Reservists may also satisfy promotion requirements through either correspondence or resident courses.

3.35.4. Personnel interested in attending any PME school may obtain additional information and current application procedures from their supporting training office.

3.36. Enlisted Promotions. REF: AFI 36-2502, OPR: MPF, C&A: MPF.

3.36.1. A commander's reliance upon his first sergeant and unit supervisors for their recommendations is essential to the success of a unit's promotion program. AFI 36-2502, *Promotion of Airmen*, gives specific guidance on the promotion system. Two paths exist within the promotion system for individual advancement; Unit Vacancy and Promotion Enhancement Program (PEP). A unit vacancy occurs when a position identified on the Unit Manning Document has a grade authorized which is higher than the grade assigned. Normally members of a unit will appear on a promotion eligibility roster, issued on a bi-monthly basis. A member listed on the roster may be promoted to fill the vacancy if their duty performance warrants. PEP is a promotion system designed to recognize outstanding achievement in the AF Reserve. HQ AFRES/DP will act as the Office of Primary Responsibility (OPR) for the program with the primary objective to keep a level of grades and skills commensurate with the reserve mission. Submission and promotion quotas will be controlled by HQ USAF/RE.

3.37. Equal Opportunity and Treatment (EOT) Program. REF: AFPD 36-27 and AFI 36-2701, OPR: Commander, Supervisor, Social Actions, Each Air Force Member, C&A: Staff Judge Advocate.

3.37.1. This program is applicable to AFRES military personnel when not on extended active duty. Reserve members on extended active duty are referred to the active duty Social Actions office. While in civilian status, ART members are referred to EEO; weekend reserve status members are referred to Reserve Social Actions.

3.37.2. It is Air Force Reserve policy to conduct its affairs free from arbitrary discrimination, according to United

States laws, and to provide equal opportunity and treatment for all members irrespective of their age, color, national origin, race, ethnic group, religion, or sex. Arbitrary discrimination by act or by inference against reserve military personnel or their family members, on or off base, will not be tolerated. Commanders must take the appropriate administrative or judicial action to eliminate or neutralize discrimination and its effects.

3.37.3. To ensure the success of the program, commanders must ensure members of their organization:

3.37.3.1. Are able to present complaints without fear or retaliation;

3.37.3.2. Are encouraged to discuss problems and complaints with their immediate supervisors and others in the chain of command, including the unit commander, before seeking alternative channels;

3.37.3.3. Know the various channels and procedures for filing complaints or otherwise seeking outside assistance; and

3.37.3.4. Know that arbitrary discrimination is illegal, will not be tolerated, and will be met with administrative or judicial action.

3.37.4. Commanders are also responsible for:

3.37.4.1. Advising the alleged offender on the nature and details of the complaint;

3.37.4.2. Acting at once to determine if an allegation of discrimination can be substantiated (calling on the Social Actions staff for assistance);

3.37.4.3. Ending the discrimination when confirmed;

3.37.4.4. Taking appropriate administrative or judicial action against the offender;

3.37.4.5. Assisting, as much as possible, in providing a remedy for the effects of discrimination; and

3.37.4.6. When discrimination is alleged but is not confirmed, addressing any management deficiencies uncovered through examination of the circumstances and taking appropriate corrective action.

3.37.5. The EOT complaint process is an avenue for complainants to air their grievances without fear of reprisal or retaliation. The chain of command should be the primary means to resolve grievances but sometimes complainants believe an agency outside of their chain of command would be more impartial and fair. Either way, complaints can be more effectively resolved with the complete knowledge and participation of commanders. Processing EOT complaints is a service performed for the commander.

3.37.6. The complaint clarification includes those actions performed by the EOT staff for the appropriate commander to:

3.37.6.1. Determine whether or not a reasonable probability exists that Air Force Reserve EOT policy has been violated; and

3.37.6.2. Gather enough information for a commander to determine whether or not an inquiry or investigation is appropriate.

3.37.7. An inquiry is generally adequate when the subject is not complex or of a serious consequence, and the matter can be properly resolved through normal staff action. An investigation is the process of determining the facts of a serious or complex matter. Preliminary coordination of the complaint clarification report must be conducted by the staff judge advocate to assist the commander if investigation is appropriate. EOT-related inquires and investigations are conducted under the authority of AFPD 36-27 and carried out according to the procedures in AFI 36-2701.

3.37.8. Additional information regarding the different services the EOT staff provides are set forth in AFPD 36-27.

3.38. Explosive Ordnance Disposal (EOD). Ref: AFPD 32-30, *Explosive Ordnance Disposal*; AFI 32-3001, *Explosive Ordnance Disposal Program*; AFJI 32-3002, *Interservice Responsibility for Explosive Ordnance Disposal*; AMCI 32-3001, *Air Mobility Command Explosive Ordnance Disposal (EOD) Program*, OPR: Installation Commander, C&A: Staff, Unit Commanders, EOD Flight.

3.38.1. The AFRES EOD program is primarily used to support low threat contingency operations or provide CONUS sustainment forces in the event of a major regional conflict. EOD's basic mission is to "protect people, facilities, and resources from the effects of unexploded ordnance, hazardous components, and devices." This includes hazardous explosive, chemical, biological, incendiary, nuclear, and terrorist/criminal devices that could cause damage to critical war-fighting resources or injury to personnel. AFRES EOD personnel are also authorized to support the United States Secret Service and the Department of State in the protection of the President, Vice President, foreign dignitaries, and other very important persons. They also have the responsibility of responding to accidents/incidents off base if they are the closest EOD capability and military ordnance or explosives are involved.

3.38.2. Currently there are 122 AMC-gained AFRES EOD authorizations located at Charleston AFB SC (20), Dover AFB DE (22), McGuire AFB NJ (20), Scott AFB IL (16), McChord AFB WA (22), and Travis AFB CA (22).

Program management is conducted by HQ AFRES/DEXP, Robins AFB GA, DSN 497-1104, (912) 327-1104.

3.39. Family Care Plans. REF: AFI 36-2908, OPR: Commander First Sergeant, C&A: MPF, Staff Judge Advocate, Medical Services, Family Support Centers, Family Services, Financial Management, Chaplain, American Red Cross

3.39.1. It is Air Force policy that all personnel must be available at all times to perform a full range of military duties and assignments. Air Force members must make and maintain family care arrangements that will allow them to be available for such duties and assignments. Personnel who fail to make and maintain such arrangements are subject to disciplinary or other action.

3.39.2. Planning is the key to dependent care arrangements. Family care plans must cover all possible situations, both short and long term, and must be sufficiently detailed and systematic to provide for a smooth, rapid transfer of responsibilities to another individual during the absence of the military sponsor.

3.39.3. Single parents and dual military couples with dependents present a unique family situation; that is, a military member is the sole individual available and responsible for dependent care. Nevertheless, these parents and sponsors must be available worldwide. Single member or military couple parents/sponsors must make suitable arrangements for a nonmilitary person to assume custody of dependent(s) in the event the member(s) are unavailable to provide necessary care due to military obligations.

3.39.4. Commanders or first sergeants will counsel all members on the contents of AFI 36-2908, *Family Care Responsibilities*, during in-processing at a new duty assignment, before approval of reenlistment or extension or enlistment, before placement of a member on a mobility roster, upon PCS notification, upon confirmation of pregnancy of a military member, annually, and as determined necessary by the commander.

3.39.4.1. Annual counseling will be accomplished individually with members required to complete an AF Form 357, **Dependent Care Certification**.

3.39.4.2. Annual counseling can be accomplished by commander's call, policy letter, etc., for members who are not required to complete an AF Form 357.

3.39.5. Commanders and first sergeants cannot delegate these briefing responsibilities. (***Exception:*** Commanders may delegate, in writing, the authority to counsel members and certify AF Form 357 to DET/OL chiefs for members who are geographically separated from the commander's location. When the AF form 357 is completed, forward a copy to the commander for review and filing in the unit. File the original in the DET/OL administrative office.)

3.39.6. Unit commanders are responsible for establishing procedures to identify single parents, dual military couples with dependents, and members with a civilian spouse who have unique family situations as they in-process upon arrival at the unit. Further, the commander or first sergeant must certify, using AF Form 357, the workability of the family care arrangements. Before certifying, the commander will ensure members make, as a minimum, the following arrangements: execute a power of attorney; arrange for designees to have adequate funds for support of dependents; arrange for a temporary custody by having the Temporary Custodian Statement completed; have discussed with and provided information to the designees on behavioral changes of children during a long-term separation; and members may request authorization for designees to use the base exchange and commissary in support of their dependents although this isn't mandatory. Unit commander or first sergeant must ensure a photocopy of the power of attorney for each designee on AF Form 357 and a Temporary Custody Statement are filed with each AF Form 357. Annually each unit commander or first sergeant will ensure all required AF Forms 357 are on file and will verify the arrangements are still adequate.

3.39.7. The MPF provides for non-PC-III units automated listing of assigned single parents and dual military couples for this audit. Each member will certify his/her AF Form 357 is current by dating and signing the form. Each member will also initial and date the listing. The unit commander of first sergeant will date and sign the listing upon completion of the unit recertification. The listing will be retained in the files until the next annual review is completed. All members will be strongly encouraged to have valid wills that designate guardians for permanent care of their family members.

3.39.8. Commanders and supervisors should establish duty schedules or unit procedures that are equitable for all members. Inequitable or inconsistent scheduling to accommodate family care arrangements can be counterproductive and disruptive to unit morale. Commanders and supervisors will not make modifications on a long-term or permanent basis to work around unique family care arrangements of selected members.

3.39.9. Commanders will take prompt action with personnel who fail to make and maintain family care arrangements, thereby interfering with their worldwide availability. Unit commanders will include the family care program in the unit self-assessment program.

3.40. Family Readiness. REF: AFRESI 36-3001 and DODD 1342.23 OPR: Commander, C&A: Family Readiness Director, Chaplain, Services.

3.40.1. The mission of the Reserve Family Readiness Program is to support US Air Force Reserve readiness and retention by helping families to adapt to the demands of

reserve life and assist the commanders in responding to family concerns.

3.40.2. The family readiness program will provide four core functions:

3.40.2.1. Education.

3.40.2.2. A central point of information and referral on family issues and concerns.

3.40.2.3. Assist unit leadership to ensure family needs are effectively met at the unit level.

3.40.2.4. Coordinate and consult with the base and community to strengthen policy and programs benefiting families.

3.40.3. Family Readiness Directors are authorized on bases where there is no active duty Air Force Family Support Center. Where reserve units are collocated with an active duty FSC, Family Readiness Liaison personnel are assigned by the commander to ensure the needs of reservists and their families are met.

3.40.4. Part B authorizations are assigned by unit population, to assist the family readiness director. Two Part B authorizations are assigned to assist the family readiness liaison.

3.40.5. The director's position is covered by the Air Force Family Matters Career Program.

3.41. Filling Full-Time Public Affairs (PA) Specialist Positions. REF: AFMAN 36-203, OPR: Commander, C&A: Civilian Personnel, Unit Public Affairs Officer.

3.41.1. AFRES wing commanders are authorized to hire either a full-time Public Affairs Air Reserve Technician (ART) officer or a civilian Public Affairs specialist. Although these authorizations are similar and the initial requests to fill them are the same, advantages/disadvantages to each type of authorization are very different.

3.41.2. Advantages/disadvantages of the PA Career Program and hiring a civilian (non-ART) PA Specialist (GS-11 and higher) are:

3.41.2.1. AFMPC pays moving expenses for people moving to GS-11 and higher positions (*NOTE:* Relocation Services are available only at GS-12 and above level).

3.41.2.2. Certificates include up to 15 promotion- and 15 reassignment-eligible candidates.

3.41.2.3. Management has the opportunity to select any candidate from a world-wide applicant pool.

3.41.2.4. Advance recruiting and screening eliminates undue lag time in filling jobs.

3.41.2.5. Unit commander can determine duties to be assigned which may influence grade level of PA position through position description; local CPO classifies the position.

3.41.2.6. Civilian employee remains in place during contingency operations/deployments, maintaining the important day-to-day program leadership and continuity.

3.41.2.7. The PA office is authorized the civilian PA specialist and a Category A Reserve PA officer.

3.41.3. Advantages/disadvantages of hiring a civilian (non-ART) PA Specialist (GS-9 and below) are:

3.41.3.1. Moving expense are paid by the gaining unit for current federal civilian employees, if doing so is in the best interest of the Air Force.

3.41.3.2. Expenses are paid by the gaining unit for first-duty-station moves (e.g., the individual is not currently a federal employee) only if the position is determined to be hard to fill.

3.41.3.3. Unit commander can determine duties to be assigned which may influence grade level of PA position through position description; local CPO classifies position.

3.41.3.4. Civilian employee remains in place during contingency operations/deployments, maintaining the important day-to-day program leadership and continuity.

3.41.4. Advantages/disadvantages of the ART Officer Career Program and hiring an ART PA specialist are:

3.41.4.1. Moving expenses are paid by the gaining unit for current federal civilian employees, if doing so is in the best interest of the Air Force.

3.41.4.2. Expenses are paid by the gaining unit for first-duty-station moves (e.g., the individual is not currently a federal employee) only if the position is determined to be hard to fill.

3.41.4.3. The unit spokesperson will be in military uniform.

3.41.4.4. SEU certificates include only top three available applicants.

3.41.4.4.1. Names of candidates are submitted to one unit at a time (if one unit gets a certificate with names 1-3 and another unit requests a certificate, the second unit gets names 4-6).

3.41.4.4.2. Promotional reassignment candidates (normally ART officers) may be referred in addition to or in lieu of SEU candidates.

3.41.4.5. Selectee must meet military as well as civilian requirements.

3.41.4.6. Advance recruiting and screening eliminates undue lag time in filling jobs.

3.41.4.7. Individual SEU candidates can be "name requested" and "earmarked" for up to 90 days.

3.41.4.8. If the ART deploys with the unit, the PA shop is left with little or no continuity/leadership during a period of heightened unit, media, and community activity and interest.

3.41.4.9. Civilian grade level is determined by AFRES, not the local CPO.

3.41.5. Commanders are encouraged to contact the Director of Public Affairs, HQ AFRES, to discuss the various options available to meet their specific public affairs personnel needs.

3.42. Financial Analysis Calendar of Events. REF: AFI 65-105, AFI 65-601, DFAS-DE 170-5, OPR: Commander, C&A: Financial Analysis Officer/Comptroller, HQ AFRES Financial Analysis Division.

3.42.1. OCTOBER

3.42.1.1. Monitor obligations within Continuing Resolution Authority (CRA) constraints (if appropriation bill hasn't been passed and signed).

3.42.1.2. Ensure new FY RC/CCs are loaded into accounting records (O&M and RPA).

3.42.1.3. Financial committee(s) convene to approve distribution of quarterly and annual targets (initial funding).

3.42.1.4. All personnel involved in any way in the obligation of funds should review AFR 177-16. This includes all personnel in the FM community, Responsibility Center Managers (RCM), Resource Advisors (RA), Cost Center Managers (CCM), Funds Managers in Supply, and applicable DLR monitors in Aircraft Maintenance and Supply.

3.42.1.5. Review current FY OBL and allotment Ledger to ensure that all necessary "addresses" (PSR/FSR) have been established.

3.42.1.6. Review AMC/AFRES travel/per diem reimbursement status to see if sufficient reimbursement has accrued to submit to HQ.

3.42.1.7. Review all prior-FY's to ensure funding is adequate in all fund codes prior to end-of-month (EOM) closeout.

3.42.1.8. Establish Miscellaneous Obligation Reimbursement Documents (MORDs) as required.

3.42.1.9. Conduct review of Open Document Listing (ODL).

3.42.1.10. Ensure ESP codes are used in fund cites if applicable.

3.42.1.11. Ensure organizations are using the correct budget and accounting codes for the type expense.

3.42.1.12. Load 1st quarter mission-essential targets in support base DAO/FSO system and supply/equipment system. Load subsidiary limitations authority per CRA bogey.

3.42.1.13. Load PBAS Targets in the management system ONLY> DO NOT load in the Standard Air Force Accounting System.

3.42.1.14. Review OBL and Allotment Ledger to ensure current and ALL prior-FYs funding is adequate. DON'T JUST LOOK AT THE BOTTOM LINE ON THE OBL. THERE'S A TOTAL FOR EACH FUND CODE AND THAT'S WHERE YOU SHOULD LOOK TO ASCERTAIN IF YOU'RE ADEQUATELY COVERED. YOU MUST REVIEW INDIVIDUAL FUND CODE TOTALS TO DETERMINE IF YOU NEED MORE FUNDING OR IF YOU HAVE A SURPLUS PROGRAM.

3.42.1.15. Receive your monthly PBAS calendar.

3.42.1.16. Transmit current PBAS file as required.

3.42.1.17. Begin working on Economic Resource Impact Statement (ERIS). Due to HQ AFRES/FMAP mid-November.

3.42.1.18. Review UTA/AFTP estimated obligation established in PBAS.

3.42.1.19. Review Negative UnLiquidated Obligations (NULO) and UnMatched Disbursements (UMD) for all open fiscal years for all appropriations.

3.42.1.20. Upward Obligation Adjustment Report due to HQ AFRES/FMAPP NLT the 6th day of the month.

3.42.1.21. Monthly AFCAIG Report Due to HQ AFRES/LGSM. Reconcile the MO3 with the "BQ" system before coordinating on report for your local LG.

3.42.2. NOVEMBER

3.42.2.1.   Continue to monitor obligations within CRA limitations.

3.42.2.2. Receive O&M Financial Plan "Call" for FY97.

3.42.2.3. Request updated 1st quarter and projected 2nd quarter requirements from RCMs (O&M and RPA).

3.42.2.4. Not later than the 20th of the month, review subsidiary limitation obligations.

3.42.2.5.   Financial Committee(s) convene to review/validate quarterly (1st and 2nd) requirements (FCs 50 and 54), brief status of RMS training, and document annual reprogramming actions.

3.42.2.6. Review OBL and Allotment Ledger to ensure current and ALL prior-FYs funding is adequate. DON'T JUST LOOK AT THE BOTTOM LINE ON THE OBL. THERE'S A TOTAL FOR EACH FUND CODE AND THAT'S WHERE YOU SHOULD LOOK TO ASCERTAIN IF YOU'RE ADEQUATELY COVERED. YOU MUST REVIEW INDIVIDUAL FUND CODE TOTALS TO DETERMINE IF YOU NEED MORE FUNDING OR IF YOU HAVE A SURPLUS PROGRAM.

3.42.2.7. Ensure organizations are using the correct budget and accounting codes for the type expense.

3.42.2.8. Receive your monthly PBAS calendar.

3.42.2.9. Transmit current PBAS file as required.

3.42.2.10. Economic Resource Impact Statement (ERIS) due to HQ AFRES/FMAP mid-month.

3.42.2.11.   Review UTA/AFTP estimated obligation established in PBAS.

3.42.2.12.   Review AMC/AFRES travel/per diem reimbursement status to see if sufficient reimbursement has accrued to submit to HQ.

3.42.2.13. Review Negative UnLiquidated Obligations (NULOs) and UnMatched Disbursements (UMD) for all open fiscal years for all appropriations.

3.42.2.14. Upward Obligation Adjustment Report due to HQ AFRES/FMAPP NLT the 6th day of the month.

3.42.2.14.   Monthly AFCAIG Report due to HQ AFRES/LGSM. Reconcile the MO3 with the "BQ" system before coordinating on report for your local LG.

3.42.2.15. Late November - Thanksgiving.

3.42.3. DECEMBER

3.42.3.1. Remember to cover your commitments when considering quarterly authority requirements.

3.42.3.2. Submit Obligation Authority Requirements (RCS: DD-COMP(AR)1092) by CITS message to HQ AFRES/FMAO (FC 54) & FMAR (FC 50). 1st quarter update and 2nd quarter changes are due by 5th workday. (Ref AFRESR 172-1, para 5-3 & attachment 3).

3.42.3.3. Review subsidiary limitation obligations.

3.42.3.4. Check status of MORDs for increase/decrease. What about supplies and equipment--will supply system interface with accounting before the end of the month closeout.

3.42.3.5. If appropriation has passed, receive funding document containing 1st and 2nd quarter changes. Load 1st quarter adjustments into your support DAO/FSO system at least two workdays prior to end-of-month closeout. Remember - you can't load 2nd quarter until after 1 January.

3.42.3.6. Prepare 2nd quarter phasing documents for input into the DAO/FSO and supply systems the first workday in January.

3.42.3.7.   Review AMC/AFRES travel/per diem reimbursement status to see if sufficient reimbursement has accrued to submit to HQ.

3.42.3.8. Ensure ESP codes are used in fund cites if applicable.

3.42.3.9. Ensure organizations are using the correct budget and accounting codes for the type expense.

3.42.3.10. Review OBL and Allotment Ledger to ensure current and ALL prior-FYs funding is adequate. DON'T JUST LOOK AT THE BOTTOM LINE ON THE OBL. THERE'S A TOTAL FOR EACH FUND CODE AND THAT'S WHERE YOU SHOULD LOOK TO ASCERTAIN IF YOU'RE ADEQUATELY COVERED. YOU MUST REVIEW INDIVIDUAL FUND CODE TOTALS TO DETERMINE IF YOU NEED MORE FUNDING OR IF YOU HAVE A SURPLUS PROGRAM.

3.42.3.11. Receive your monthly PBAS calendar.

3.42.3.12. Transmit current PBAS file as required.

3.42.3.13.   Review UTA/AFTP estimated obligation established in PBAS.

3.42.3.14.   Review Negative Unliquidated Obligations (NULOs) and UnMatched Disbursements (UMD) for all open fiscal years for all appropriations.

3.42.3.15. Upward Obligation Adjustment Report due to HQ AFRES/FMAPP NLT the 6th day of the month.

3.42.3.16.   Monthly AFCAIG Report Due to HQ AFRES/LGSM. Reconcile the MO3 with the "BQ" system before coordinating on report for your local LG.

MERRY CHRISTMAS AND HAPPY NEW YEAR!

3.42.4. JANUARY

3.42.4.1.   Load PBAS targets in management system ONLY. DO NOT load in Standard Air Force Accounting System.

3.42.4.2. Receive the RPA Financial Plan "Call" for FY97.

3.42.4.3. Measure expenditures against projected annual program. Determine and implement financial management actions necessary to control expenses.

3.42.4.4. Review (quality check) and validate all budget and accounting codes in use, e.g., RC/CC, DOD Functional Categories (FC), EEICs, projects/subprojects, sales codes, Training Category Codes (TCC), etc.

3.42.4.5. Be sure all your EEICs & PECs are compatible. (Current listings are in the Budget menu in MAPPER).

3.42.4.6. Review subsidiary limitation obligations.

3.42.4.7. Review Open Document Listing (ALL FUND CODES, ALL OPEN YEARS).

3.42.4.8.   Review AMC/AFRES travel/per diem reimbursement status to see if sufficient reimbursement has accrued to submit to HQ.

3.42.4.9. Consider HQ AFRES/FMA suspense dates before finalizing yearly annual leave schedule.

3.42.4.10. Review OBL and Allotment Ledger to ensure ALL prior-FY's funding is adequate. THAT'S WHERE YOU SHOULD LOOK TO ASCERTAIN IF YOU'RE ADEQUATELY COVERED. THE BOTTOM LINE IS THE TOTAL FOR ALL FUND CODES. YOU MUST REVIEW INDIVIDUAL FUND CODE TOTALS TO DETERMINE IF YOU NEED MORE FUNDING OR IF YOU HAVE A SURPLUS PROGRAM.

3.42.4.11. Receive your monthly PBAS Calendar.

3.42.4.12. Transmit current PBAS file as required.

3.42.4.13.   Review UTA/AFTP estimated obligation established in PBAS.

3.42.4.14.   Review Negative UnLiquidated Obligations (NULOs) and UnMatched Disbursements (UMD) for all open fiscal years and all appropriations.

3.42.4.15. Upward Obligation Adjustment Report due to HQ AFRES/FMAPP NLT the 6th day of the month.

3.42.4.16.   Monthly AFCAIG Report due to HQ AFRES/LGSM. Reconcile the MO3 with the "BQ" system before coordinating on report for your local LG.

3.42.5. FEBRUARY

3.42.5.1. Review expenses vs program (for ALL fund codes) and determine whether unit programs can be supported within available financing for the balance of the FY.

3.42.5.2.   Request updated 2nd and 3rd quarter requirements from Responsibility Center Manager (RCM) via Resource Advisors (RA) for O&M and RPA.

3.42.5.3. O&M and RPA Unfunded Requirements (UFRs) are due to HQ AFRES/FMAO and FMAR late this month. Don't forget to have them reviewed and prioritized by the Financial Committee(s) prior to submission. Remember to send a complete list of the prioritized list to your applicable NAF/CC at the same time you send the original prioritized list to HQ AFRES/FMA. (Letters are issued each FY calling for the UFRs).

3.42.5.4. Ensure ESP codes are used in fund cites if applicable. (A listing of all ESP codes is available in MAPPER in the Budget menu).

3.42.5.5. Ensure organizations are using the correct budget and accounting codes for the type expense.

3.42.5.6.   Convene Financial Committee(s) to review/validate current and subsequent obligation authority requirements; brief status of RMS training; and document unit annual reprogramming actions.

3.42.5.7. Review OBL and Allotment Ledger to ensure current and ALL prior-FYs funding is adequate. DON'T JUST LOOK AT THE BOTTOM LINE ON THE OBL. THERE'S A TOTAL FOR EACH FUND CODE AND THAT'S WHERE YOU SHOULD LOOK TO ASCERTAIN IF YOU'RE ADEQUATELY COVERED. YOU MUST REVIEW INDIVIDUAL FUND CODE TOTALS TO DETERMINE IF YOU NEED MORE FUNDING OR IF YOU HAVE A SURPLUS PROGRAM.

3.42.5.8. Receive your monthly PBAS Calendar.

3.42.5.9. Transmit current PBAS file as required.

3.42.5.10.   Review AMC/AFRES travel/per diem reimbursement status to see if sufficient reimbursement has accrued to submit to HQ.

3.42.5.11.   Review UTA/AFTP estimated obligation established in PBAS.

3.42.5.12. Review Negative UnLiquidated Obligations (NULO) and UnMatched Disbursements (UMD) for all open fiscal years and all appropriations.

3.42.5.13. Upward Obligation Adjustment Report due to HQ AFRES/FMAPP NLT the 6th day of the month.

3.42.5.14. Monthly AFCAIG Report due to HQ AFRES/LGSM. Reconcile the MO3 with the "BQ" system before coordinating on report for your local LG.

3.42.5.15. FY97 O&M Financial Plan is due to HQ AFRES/FMAO NLT 29 Feb 1996.

3.42.6. MARCH

3.42.6.1. Submit Obligation Authority Requirements (RCS: DD-COMP(AR)-1092) by CITS message to HQ AFRES/FMAO (FC 54 and FMAR (FC 50). The 2nd quarter update and 3rd quarter changes are due by the 5th workday. (Ref AFRESR 172-1, para 5-3 & attachment 3).

3.42.6.2. O&M and RPA Unfunded Requirements (UFRs) are due to HQ AFRES/FMAO and FMAR NLT 31 Mar 96.

3.42.6.3. Check status of MORDs for increase/decrease. What about supplies and equipment--will the supply system interface with accounting before the end of the month? What about SAAMS, utilities, etc?

3.42.6.4. Review (quality check) and validate all budget and accounting codes in use, e.g., PECs, RC/CCs, DOD FCs, EEICs, projects/ subprojects, sales codes, TCCs. Ensure you've considered all changes, additions, and deletions.

3.42.6.5. Review Open Document Listing (ODL) for ALL FUND CODES & ALL FISCAL YEARS.

3.42.6.6. Review the Operating Budget Ledger (OBL) and the Allotment Ledger to ensure funding is adequate. Review AMC/AFRES travel/per diem reimbursement status to see if sufficient reimbursement has accrued to submit to HQ.

3.42.6.7. Review subsidiary limitation obligations.

3.42.6.8. Verify commitments.

3.42.6.9. Receive funding document containing 2nd and 3rd quarter adjustments. Load adjustments into your support AFO system at least two workdays prior to the end of month closeout. Remember, you can't load your 3rd quarter targets until 1 Apr. (Targets and target loading are covered in AFR 172-1, volume III, chapter 6, specifically para 6-5 & 6-6).

3.42.6.10. Prepare 3rd quarter phasing documents for input to the DAO/FSO and supply systems the first day in April.

3.42.6.11. Ensure ESP codes are used in fund cites if applicable. (A listing of all ESP codes is available in MAPPER in the Budget menu).

3.42.6.12. Ensure organizations are using the correct budget and accounting codes for the type expense.

3.42.6.13. Receive your monthly PBAS Calendar.

3.42.6.14. Transmit current PBAS file as required.

3.42.6.15. Review UTA/AFTP estimated obligation established in PBAS.

3.42.6.16. Review Negative UnLiquidated Obligations (NULO) and UnMatched Disbursements (UMD).

3.42.6.17. Upward Obligation Adjustment Report due to HQ AFRES/FMAPP NLT the 6th day of the month.

3.42.6.18. Monthly AFCAIG Report due to HQ AFRES/LGSM. Reconcile the MO3 with the "BQ" system before coordinating on report for your local LG.

3.42.7. APRIL

3.42.7.1. Load PBAS Targets in the management system ONLY. DO NOT load in the Standard Air Force Accounting system.

3.42.7.2. Review mid-year progress using final 2nd quarter obligation data.

3.42.7.3. Have you implemented some unique economies/efficiencies? Share them with HQ AFRES/FMA. Maybe they could be used throughout the AFRES Financial community.

3.42.7.4. Review subsidiary limitation obligations. What is your mid-year progress? Report any unrequired funds to HQ AFRES/FMA.

3.42.7.5. Review OBL and Allotment Ledger to ensure ALL prior-FY's funding is adequate. DON'T JUST LOOK AT THE BOTTOM LINE ON THE OBL. THE BOTTOM LINE IS THE TOTAL FOR ALL FUND CODES. THERE'S A TOTAL FOR EACH FUND CODE AND THAT'S WHERE YOU SHOULD LOOK TO ASCERTAIN IF YOU'RE ADEQUATELY COVERED. THE BOTTOM LINE IS THE TOTAL FOR ALL FUND CODES. YOU MUST REVIEW INDIVIDUAL FUND CODE TOTALS TO DETERMINE IF YOU NEED MORE FUNDING OR IF YOU HAVE SURPLUS PROGRAM.

3.42.7.6. Ensure organizations are using the correct budget and accounting codes for the type expense.

3.42.7.7.   Review AMC/AFRES travel/per diem reimbursement status to see if sufficient reimbursement has accrued to submit to HQ.

3.42.7.8. Receive your monthly PBAS Calendar.

3.42.7.9. Transmit current PBAS file as required.

3.42.7.10.   Review UTA/AFTP estimated obligation established in PBAS.

3.42.7.11.   Review Negative UnLiquidated Obligations (NULOs) and UnMatched Disbursements (UMD) for all open fiscal years and all appropriations.

3.42.7.12. Upward Obligation Adjustment Report due to HQ AFRES/FMAPP NLT the 6th day of the month.

3.42.7.13.   Monthly AFCAIG Report due to HQ AFRES/LGSM. Reconcile the MO3 with the "BQ" system before coordinating on report for your local LG.

3.42.8. MAY

3.42.8.1. If you have reimbursements, are you meeting your targets (O&M only)?

3.42.8.2. Request updated 3rd and 4th quarter requirements from RAs for both fund codes (FCs 50 and 54).

3.42.8.3. Review funding restrictions contained in funding documents.

3.42.8.4. Review OBL and Allotment Ledger to ensure ALL prior-FY's funding is adequate. DON'T JUST LOOK AT THE BOTTOM LINE ON THE OBL. THE BOTTOM LINE IS THE TOTAL FOR ALL FUND CODES. THERE'S A TOTAL FOR EACH FUND CODE AND THAT'S WHERE YOU SHOULD LOOK TO ASCERTAIN IF YOU'RE ADEQUATELY COVERED. THE BOTTOM LINE IS THE TOTAL FOR ALL FUND CODES. YOU MUST REVIEW INDIVIDUAL FUND CODE TOTALS TO DETERMINE IF YOU NEED MORE FUNDING OR IF YOU HAVE SURPLUS PROGRAM.

3.42.8.5. Ensure organizations are using the correct budget and accounting codes for the type expense.

3.42.8.6.   Review AMC/AFRES travel/per diem reimbursement status to see if sufficient reimbursement has accrued to submit to HQ.

3.42.8.7. Financial committee(s) also convene to review prior quarter status of funds, review/validate current and subsequent quarterly obligation requirements, brief status of RMS training, and document unit reprogramming actions.

3.42.8.8. Receive O&M and RPA documents with UFRs funding adjustments.

3.42.8.9. Receive your monthly PBAS Calendar.

3.42.8.10. Transmit current PBAS file as required.

3.42.8.11.   Tenant Units. Submit Appropriation 3080 budget to host base command. AFRES bases will receive a "Call" from HQ AFRES/FMAP.

3.42.8.12.   Review UTA/AFTP estimated obligation established in PBAS.

3.42.8.13. Review Negative UnLiquidated Obligations (NULOs) and UnMatched Disbursements (UMDs) for all open fiscal years and all appropriations.

3.42.8.14. Upward Obligation Adjustment Report due to HQ AFRES/FMAPP NLT the 6th day of the month.

3.42.8.15.   Monthly AFCAIG Report due to HQ AFRES/LBSM. Reconcile the MO3 with the "BQ" system before coordinating on report for your local LG.

3.42.9. JUNE

3.42.9.1. Submit Obligation Authority Requirements (RCS: DD-COMP(AR)-1092) by   CITS message to HQ AFRES/FMAO (FC 54) and FMAR (FC 50). The 3rd quarter updates and annual changes are due by the 5th workday. (Ref AFRESR 172-1, para 5-3 & attachment 3).

3.42.9.2.   Receive funding documents containing 3rd quarter adjustments. Load these adjustments into your support DAO/FSO system at least two workdays prior to end of month closeout.

3.42.9.3. Prepare 4th quarter/annual phasing document for input to DAO/FSO and supply systems the first workday in July.

3.42.9.4.   Determine effectiveness of unit Resource Management System (RMS) Training Program. Ensure all unit Financial Committee members, RC/CC Managers, and Resource Advisors (RA) have received training this FY.

3.42.9.5. AFRES bases. Submit appropriation 3080 budget input to HQ AFRES/FMAP by the due date specified in the "Call."

3.42.9.6. Review OBL and Allotment Ledger (ALL FUND CODES) to ensure ALL prior-FY's funding is adequate. DON'T JUST LOOK AT THE BOTTOM LINE ON THE OBL. THERE'S A TOTAL FOR EACH FUND CODE AND THAT'S WHERE YOU SHOULD LOOK TO ASCERTAIN IF YOU'RE ADEQUATELY COVERED. YOU MUST REVIEW INDIVIDUAL FUND CODE

TOTALS TO DETERMINE IF YOU NEED MORE FUNDING OR IF YOU HAVE A SURPLUS PROGRAM.

3.42.9.7. Ensure organizations are using the correct budget and accounting codes for the type expense.

3.42.9.8. Review AMC/AFRES travel/per diem reimbursement status to see if sufficient reimbursement has accrued to submit to HQ.

3.42.9.9. Conduct review of Open Document Listings (ALL FUNDS AND ALL FY's).

3.42.9.10. Not later than 20th of the month, review subsidiary limitation authority/obligations.

3.42.9.11. Start preparation for 80/20% rule.

3.42.9.12. Verify commitments.

3.42.9.13. Receive your monthly PBAS Calendar.

3.42.9.14. Transmit current PBAS file as required.

3.42.9.15. Review UTA/AFTP estimated obligation established in PBAS.

3.42.9.16. Review Negative UnLiquidated Obligations (NULOs) and UnMatched Disbursements (UMDs) for all open fiscal years and all appropriations.

3.42.9.17. Upward Obligation Adjustment Report due to HQ AFRES/FMAPP NLT the 6th day of the month.

3.42.9.18. Monthly AFCAIG Report due to HQ AFRES/LGSM. Reconcile the MO3 with the "BQ" system before coordinating on report for your local LG.

3.42.10. JULY

3.42.10.1. Effective this month, the annual authority for the current FY (FCs 30, 50, and 54) contained on funding documents also equals 4th quarter authority.

3.42.10.2. Remember, watch the 80/20% Rule!

3.42.10.3. Implement year-end closeout procedures outlined in AFRESR 172-1, chapter 4.

3.42.10.4. Review OBL and Allotment Ledger to ensure ALL prior-FY's funding for ALL FUND CODES is adequate.

3.42.10.5. Ensure organizations are using the correct budget and accounting codes for the type expense.

3.42.10.6. Review AMC/AFRES travel/per diem. If sufficient reimbursement has accrued, submit to HQ.

3.42.10.7. The Commander should appoint the comptroller or financial analysis officer, in writing, as the project officer for unit fiscal year-end review/closeout (AFRESR 172-1, chapter 4).

3.42.10.8. Input updated RC/CC structure for next FY into the computer menu specified by HQ AFRES/FMAP (due not later than 1 August) (AFR 170-5/AFRES Sup 1).

3.42.10.9. Submit flash reports for O&M and RPA by due dates specified in separate correspondence each year. Format for reports is in AFRESR 172-1, attachment 3. These flash reports are to be used to identify and justify additional requirements or to report excess funding.

3.42.10.10. Review your subsidiary limitation obligations. Report any unrequired funds to HQ AFRES/FMA.

3.42.10.11. Receive your monthly PBAS calendar.

3.42.10.12. Transmit current PBAS file as required.

3.42.10.13. During the last two months of the FY, fund only those requirements that are geared toward improving readiness of unit. Avoid fraud, waste, and abuse!

3.42.10.14. Receive funding documents containing adjustments from Flash Reports. Load adjustments into your support AFO system at least two workdays prior to end-of-month closeout.

3.42.10.15. Load PBAS targets in management system ONLY. DO NOT load in the Standard Air Force Accounting System.

3.42.10.16. Begin working on award packages. Completed packages due to HQ AFRES/FM NLT 1 Oct. (See AFRESR 900-2.)

3.42.10.17. Review UTA/AFTP estimated obligation established in PBAS.

3.42.10.18. Review Negative UnLiquidated Obligations (NULO) and UnMatched Disbursements (UMD) for all open fiscal years and all appropriations.

3.42.10.19. Upward Obligation Adjustment Report due to HQ AFRES/FMAPP NLT the 6th day of the month.

3.42.10.20. Monthly AFCAIG Report due to HQ AFRES/LGSM. Reconcile the MO3 with the "BQ" system before coordinating on report for your local LG.

3.42.11. AUGUST

3.42.11.1. Submit next FY's 1st, 2nd, and 3rd quarter requirements report (FCs 50 and 54) to HQ AFRES/FMAO and FMAR by 1 September.

3.42.11.2. Submit flash reports for O&M and RPA by specified due dates (additional requirements or excess).

3.42.11.3. Closer scrutiny of Open Document Listings, for ALL FCs and ALL FY's, may be necessary.

3.42.11.4. Receive funding documents containing adjustments from Flash reports. Load adjustments into your support DAO/FSO system at least two workdays prior to end-of-month closeout.

3.42.11.5. Load PBAS targets in management system ONLY> DO NOT load in the Standard Air Force Accounting System.

3.42.11.6. Review OBL and Allotment Ledgers (ALL FC) to assure ALL prior-FY's funding is adequate. DON'T JUST LOOK AT THE BOTTOM LINE ON THE OBL. THERE'S A TOTAL FOR EACH FUND CODE AND THAT'S WHERE YOU SHOULD LOOK TO ASCERTAIN IF YOU'RE ADEQUATELY COVERED. YOU MUST REVIEW INDIVIDUAL FUND CODE TOTALS TO DETERMINE IF YOU NEED MORE FUNDING OR IF YOU HAVE A SURPLUS PROGRAM.

3.42.11.7. Ensure organizations are using the correct budget and accounting codes for the type expense.

3.42.11.8. Review AMC/AFRES travel/per diem reimbursement status to see if sufficient reimbursement has accrued to submit to HQ.

3.42.11.8. Receive notification of approved RC/CC structure from HQ AFRES/FMAP and submit to support DAO/FSO by 1 September. (Ref AFR 170-5/AFRES sup 1). Provide RC managers and RAs copies as required.

3.42.11.9. Request updated 1st quarter next FY requirements from RC managers for FCs 50 and 54.

3.42.11.10. Receive your monthly PBAS calendar.

3.42.11.11. Transmit current PBAS file as required.

3.42.11.12. Review UTA/AFTP estimated obligation established in PBAS.

3.42.11.13. Review Negative UnLiquidated Obligations (NULO) and UnMatched Disbursements (UMD) for all open fiscal years and all appropriations.

3.42.11.14. Upward Obligation Adjustment Report due to HQ AFRES/FMAPP NLT the 6th day of the month.

3.42.11.15. Monthly AFCAIG Report due to HQ AFRES/LGSM. Reconcile the MO3 with the "BQ" system before coordinating on report for your local LG.

3.42.12. SEPTEMBER

3.42.12.1. Submit Flash Reports to HQ AFRES for both FCs 50 and 54 by specified due dates for additional requirements or to identify excess funding.

3.42.12.2. The Financial Committee should make plans to effectively utilize any additional funds requested and received from HQ AFRES in September!

3.42.12.3. Clear commitments, adjust MORDs, in preparation for FY closeout.

3.42.12.4. If required, establish MORDs in FC 50 (for known travel expenses) and FC 54 (to cover price increases on obligated due-out stock fund items, billeting, etc.).

3.42.12.5. Review OBL and Allotment Ledger for all FC to assure all prior-FY's funding is adequate. DON'T JUST LOOK AT THE BOTTOM LINE ON THE OBL. THERE'S A TOTAL FOR EACH FUND CODE AND THAT'S WHERE YOU SHOULD LOOK TO ASCERTAIN IF YOU'RE ADEQUATELY COVERED. YOU MUST REVIEW INDIVIDUAL FUND CODE TOTALS TO DETERMINE IF YOU NEED MORE FUNDING OR IF YOU HAVE A SURPLUS PROGRAM.

3.42.12.6. Ensure organizations are using the correct budget and accounting codes for the type expense.

3.42.12.7. Check on payroll and supply/equipment interface with the accounting system.

3.42.12.8. Receive funding documents containing adjustments from Flash Reports. Load these adjustments into your support AFO system at least two workdays prior to FY closeout.

3.42.12.9. Load PBAS Targets in the management system ONLY. DO NOT load in the Standard Air Force Accounting System.

3.42.12.10. Ensure current FY RMS training goals for Financial Committee members, CC managers, RAs, and comptroller reservists have been achieved and documented in 4th quarter committee meeting minutes.

3.42.12.11. Prepare to load 1st quarter next FY mission-essential targets in support base AFO system and supply/equipment system.

3.42.12.12. Receive your monthly PBAS calendar.

3.42.12.13. Transmit current PBAS file as required.

3.42.12.14. Award packages due to HQ AFRES/FM by 1 Oct.

3.42.12.15. Review AMC/AFRES travel/per diem reimbursement status to see if sufficient reimbursement has accrued to submit to HQ.

3.42.12.16. Review UTA/AFTP estimated obligation established in PBAS.

3.42.12.17. Review Negative UnLiquidated Obligations (NULO) and UnMatched Disbursements (UMD) for all open fiscal years and all appropriations.

3.42.12.18. Upward Obligation Adjustment Report due to HQ AFRES/FMAPP NLT the 6th day of the month.

3.42.12.19. Monthly AFCAIG Report due to HQ AFRES/LGSM. Reconcile the MO3 with the "BQ" system before coordinating on report for your local LG.

3.42.12.20. Download and retain 30 Sep 95 "BQ" data in preparation for FY98 Financial Plan submission.

HAPPY NEW YEAR! !

3.43. Financial Analysis at the HQ AFRES Level (FMA). REF: AFI 65-601, OPR: Director, Financial Management, Financial Analysis Division.

3.43.1.   The FMA division directs, supervises, and coordinates field units and HQ staff. In this capacity, FMA:

3.43.1.1.   Formulates, develops, and presents funding requirements for AFRES in fifteen appropriations. They are:

3.43.1.1.1. Appropriation 3740, O&M, Air Force Reserve

3.43.1.1.2. Appropriation 3700, Reserve Personnel, Air Force

3.43.1.1.3. Appropriation 3080, Other Procurement, Air Force

3.43.1.1.4. DOD Appropriation 0350, Air Force Reserve Equipment

3.43.1.1.5. Appropriation 7045, Family Housing, O&M, Air Force

3.43.1.1.6.   Appropriation 7040, Family Housing Construction, Air Force

3.43.1.1.7. Appropriation 3400, O&M, Air Force

3.43.1.1.8. Appropriation 3730, Military Construction, Air Force Reserve

3.43.1.1.9. Appropriation 3401, O&M, Air Force, FY 2/3 Supplemental

3.43.1.1.10. Appropriation 3701, Reserve Personnel, Air Force, FY 2/3 Supplemental for Hurricane Disaster Relief

3.43.1.1.11.   Appropriation 3741, O&M, Air Force Reserve, FY 2/3 Supplemental for Disaster Relief

3.43.1.1.12. DOD Appropriation 0131.0201, Real Property Maintenance Defense Account (RPMDA), FY 2/3 and FY 3/4

3.43.1.1.13.   DOD Appropriation 0100.6092, O&M Defense Agencies Relocation Assistance

3.43.1.1.14.   DOD Appropriation 0100.1102, Legacy Resource Management

3.43.1.1.15. DOD Appropriation 0501.1102, DOD Base Closure & Realignment Account, Part II and III BRAC funds are to be used to cover the related costs of the physical moves or force restructures which are the result of decisions of the BRAC committee. The funds are allocated to the MAJCOM of the losing host base, thus a tenant of a receiving base must work closely with the previous host base to ensure all requirements are properly identified.

3.43.1.2. Monitors and controls the execution of approved budgets through staff coordination. Distributes available financing.

3.43.1.3.   Provides policy, guidance, and technical assistance to the AFRES staff and subordinate units.

3.43.1.4.   Defines and provides AFRES functional requirements to the comptroller automated systems program manager.

3.43.1.5. Provides analytical and cost analysis support to the AFRES commander and staff. Provides cost/analytical analysis policy, guidance, and technical assistance to the AFRES staff and subordinate units.

3.43.1.6. Performs economic analyses (EA) or assists the AFRES staff in completion of their own EAs. Certifies EAs for completeness, accuracy, and validity.

3.44.   Financial Analysis Operations Branch at HQ AFRES Level (FMAO).   REF: AFI 65-601, OPR: Director, Financial Management, Financial Analysis Division.

3.44.1. The Operations Branch at the HQ AFRES level has primary responsibility for the operating budget in that they must plan, direct, administer, and establish financial plan (FP) policies and procedures for AFR direct and reimbursable O&M during the formulation and execution phases of the budget cycle. In addition to this task, FMAO has the following responsibilities:

3.44.1.1.   Forecast, compile, and assimilate budget estimates; review and interpret directives, programming documents, and guidelines issued by higher authority.

3.44.1.2. Provide AFRES budgetary data for inclusion in the president's budget (PB) and address pricing of program objective memorandum (POM) initiatives to higher authorities.

3.44.1.3. Coordinate AFRES staff review of unit-level budget submissions and justifications for submission to HQ USAF. Prepare FP presentations for review by the command financial committees.

3.44.1.4. Develop unit distribution of approved funding authority for approval by the command financial committees. Issue funding documents and maintain controls throughout the FY. Ensure that appropriated funding is not exceeded.

3.44.1.5. Provide technical supervision, advice, and guidance to AFRES staff, unit commanders and financial analysis officers. Ensure proper execution of the budget.

3.44.1.6. Maintain program data required for reprogramming to support expansions, contractions, conversions, or unit recalls. Estimate funds to support requirements.

3.45. Fraternization/Unprofessional Relationships. REF: AFI 36-2909, OPR: Supervisor, Commander, C&A: Supervisors, Social Actions, Staff Judge Advocate.

3.45.1. Fraternization is a difficult issue in the Air Force because it is a "buzz word" that is largely misunderstood. Common sense, however, is a guideline in dealing with relationships between military members.

3.45.2. AFI 36-2909 establishes the policy on unprofessional relationships, including fraternization. The regulation applies to active duty, Air Force Reserve, and Air National Guard members. The key objectives are to ensure good order, discipline, respect for authority, maintenance of unit cohesion, and mission accomplishment.

3.45.3. All members are encouraged to participate in organizational activities, base intramurals, religious activities, community welfare projects and youth programs. However, inappropriate familiarity between junior and senior officers, between junior and senior enlisted members, and between officers and enlisted members can create the appearance of favoritism, preferential treatment or impropriety.

3.45.4. "Fraternization" is only one form of "unprofessional relationships" under AFI 36-2909. It is also an offense under Article 134 of the UCMJ. It includes officer - enlisted relations which go beyond the customary bounds of acceptable behavior in the Air Force and which prejudice good order and discipline or discredit the military. It only applies to relationships which are in the same chain of command, unit, or a closely related unit. Only an officer is punishable for UCMJ fraternization. Given the limited time

reserve officers are subject to the UCMJ, "fraternization" charges will be very rare.

3.45.5. The real issue is how unprofessional relationships (not just UCMJ "fraternization") can adversely impact morale, discipline and mission effectiveness. The senior member in a relationship is primarily responsible for maintaining the proper professionalism in the relationship. While all members share responsibility in ensuring respect for authority and obtaining military custom and courtesies, commanders and supervisors have the ultimate responsibility for corrective action. Corrective actions can range from counseling, reprimand, removal, demotion, loss of NCO status, and adverse comments in performance reports to administrative separation.

3.46. Funds Philosophy and Participatory Management. REF: AFI 65-101, AFRESR 23-44, OPR: Commander, C&A: Director, Financial Management and Comptroller.

3.46.1. In view of limited funding within the Air Force, it is important that we, as commanders and managers, become effective financial managers in order to meet the challenge imposed by the changing, and always limited, monetary environment. It is imperative that we become aware of the cost of operations and maintenance (O&M), as well as the Resource Management System (RMS) concepts.

3.46.2. There are two systems involved under RMS: an accounting system and a management system. The accounting system is basically complete and functioning in accordance with existing instructions, but the management system requires our constant attention. To keep abreast of financial programs, the senior commander must establish a Financial Management Board (FMB) composed of top-level managers. FMB members, along with their appointed Resource Advisor (RA) and Cost Center Managers (CCM) must, on a daily basis, monitor expenses, review proposed purchases, monitor the TDY program, review contracts, etc. This daily screening weighs mission essential items versus support-oriented items in relation to the unit's funding posture and ensures that their unit funding program is proceeding according to the priorities established by the Wing FMB.

3.46.3. Even the best planning and programming efforts will encounter shortages of financial resources due to changing priorities, fluctuating economic conditions and other fact-of-life realities. Local decisions must be made to allocate the available resources to best accomplish direct and support mission responsibilities. Resource allocation decisions to reduce, defer, or eliminate programs, and the determination of program priorities are best accomplished by the coordinated action and collective efforts of the commander and his supporting staff. Such participation enhances the quality of decision making and improves resource programming and utilization.

3.47. Funds Utilized Within the Air Force Reserve.
REF: AFI 65-601, OPR: Director, Financial Management
and Comptroller C&A: Financial Analysis Division.

3.47.1. The following is a listing and description of the
funds utilized within the Air Force Reserve. They include:

3.47.1.1. Appropriation 3740 - Operation and Maintenance
(O&M), Air Force Reserve, Fund Code 54: The Air Force
Reserve O&M appropriation is very similar to the regular
Air Force O&M appropriation. O&M covers expenses for:

3.47.1.1.1. Civilian personnel services and benefits

3.47.1.1.2. Training, organization, and administration

3.47.1.1.3. Procurement of supplies, equipment, and depot
level reparable from stock funds, industrial funds and
commercial sources

3.47.1.1.4. Procurement of services.

3.47.1.1.5. Communications.

3.47.1.1.6. Repair of facilities and equipment.

3.47.1.1.7. Hire of passenger motor vehicles.

3.47.1.1.8. Transportation of materiel.

3.47.1.1.9. Rental of equipment.

3.47.1.1.10. Travel and transportation.

3.47.1.1.11. Recruiting.

3.47.1.1.12. Care of the dead (except expenses paid by HQ
DFAS-DE per directive).

3.47.1.1.13. AVPOL (which is centrally managed at HQ
AFRES).

3.47.1.1.14. Environmental compliance.

3.47.1.2. Appropriation 3741 - Operation and Maintenance
(O&M), Air Force Reserve, Fund Code HN: Reserve
O&M two-year appropriation as a result of a Supplemental
for Disaster Relief for FY 2/3 only.

3.47.1.3. Appropriation 3700 - Reserve Personnel, Air
Force, Fund Code 50: These funds provide for pay and
allowances for AFR personnel performing active duty
(annual tours, schools, special tours, or extended tours of
duty) and inactive duty (UTAs and AFTPs). Pay and
allowances include:

3.47.1.3.1. FICA.

3.47.1.3.2. Clothing, subsistence, and gratuities

3.47.1.3.3. Deployment travel & transportation

3.47.1.3.4. Travel, transportation, per diem, and related
expenses

3.47.1.3.5. PCS-like entitlements for active duty tours
exceeding 20 weeks

3.47.2. Within FC 50, AFRES has established the
Personnel Budgeting and Accounting System (PBAS) and
the decentralized Reserve Personnel Appropriation (RPA)
to track the types of tours mentioned above.
Decentralization includes clothing, subsistence,
transportation, and travel.

3.47.3. PBAS funds issued are off-line funds and are never
loaded into the accounting system - only into the automated
PBAS system. Funds are issued by project within budget
activity codes (BAC) with annual targets only. The
automated system establishes obligations based on
information from the automated orders systems and the
JUMPS-RF system and is updated by (monthly) history
from the Finance Center (DFAS-DE).

3.47.4. The other decentralized funds (travel, per diem,
subsistence, clothing, and transportation) are specific
allotment funds, and they utilize the standard AF
accounting system. Funding is issued, by OBAN, for
annual authority and quarterly allocation.

3.47.5. The quarterly and annual authority must be input
into the host accounting system by budget activity code
(BAC), RC/CC, project, and subproject. Additional
appropriations include:

3.47.5.1. Appropriation 3701 - Reserve Personnel, Air
Force, Fund Code HQ: A two-year appropriation issued as
a result of a supplemental for disaster relief by FY 2/3.

3.47.5.2. Appropriation 3400 - Operations and
Maintenance (O&M), Air Force, Fund Code 30: AFRES
receives limited amounts of FC 30 in several program
element codes (PEC). They are:

3.47.5.2.1. PEC 33152 Worldwide Military Command and
Control Center (WWMCCS).

3.47.5.2.2. PEC 35896 Printing.

3.47.5.2.3. PEC 78008 Defense Environmental Restoration
Account (DERA).

3.47.5.2.4. PEC 91215 Other Productivity. AFRES/XP is
the staff resource manager for these funds.

3.47.5.2.5. PEC 91296 Forest Management. AFRES/CE
is the staff resource manager.

3.47.5.2.6. PEC 91515 Contingency. AFRES/PA is the staff resource manager.

3.47.5.3. Appropriation 3401 - Operations and Maintenance (O&M), Air Force, Fund Code 31: Supplemental two-year appropriation issued for environmental compliance for FY 2/3.

3.47.5.4. DOD Appropriation 0131.0201 - Real Property Maintenance Defense Account (RPMDA), FC ZX: Supplemental two year appropriation issued for:

3.47.5.4.1. FY 2/3. Backlog Maintenance & Repair (BMAR) (line-item approved).

3.47.5.4.2. FY 3/4. To replace O&M for minor construction and repair facility projects costing more than $15K.

3.47.5.5. DOD Appropriation 0100.6092 - O&M Defense Agencies Relocation Assistance, FC2T. This is a suballocation to AF. AFRES/DP will utilize these funds.

3.47.5.6. DOD Appropriation 0100.1102 - Legacy Resource Management Program, FC 2M. AFRES/CE will utilize these funds.

3.47.5.7. DOD Appropriation 0103.1102 - DOD Base Realignment and Closure Account, Part I, FC 20.

3.47.5.8. DOD Appropriation 0510,1102-DOD Base Realignment and Closure Account, Part II. These funds were issued to support Richards-Gebaur ARB.

3.47.5.8.1. Appropriation 3080 - Other Procurement, Air Force, FC 17. These funds utilized to procure investment equipment items with a system unit cost of $25K or more. Normally, these funds are reserved for use by AFRES-operated bases. AFRES tenant units (units located on active duty AF bases) should budget for these requirements through their host. However, if the host cannot support the requirement (and this is becoming more common) and lack of funding will impact mission accomplishment, they are instructed by AFRES/FMA and AFRES/LGS to submit their requirements to headquarters. The headquarters will make every effort to support the needs if the items are authorized for the requesting unit. Although FC 17 funds are three-year appropriations, they are provided to finance requirements of the year in which the funds are appropriated. They must, therefore, be treated as annual funds. They must be fully committed by the end of the first FY and obligated not later than three months after the end of the FY.

3.47.5.9. DOD Appropriation 0510,1632, DOD Base Realignment and Closure Account, Part III, FC 5F Appropriation 0350 - Air Force Reserve Equipment, FC YR. The reserve equipment appropriation is allocated by Congress to purchase shortage-type items needed to maintain reserve readiness for mobilization. This is also a three-year appropriation and the funds are available for initiation for the designated three-year period, as long as the bona fide need rule is not violated. Fund code YR funds have been used for procurement of:

3.47.5.9.1. Aircraft, e.g., C-130.

3.47.5.9.2. Vehicles.

3.47.5.9.3. Computer equipment.

3.47.5.9.4. Communications-electronics equipment.

3.47.5.9.5. Test equipment.

3.47.5.9.6. Helicopters.

3.47.5.9.7. Modification kits/installation.

3.47.5.9.8. Aircraft engines, etc.

3.47.5.9.9. Except for a "pot" for miscellaneous equipment, the funds are line-item identified when they are issued to AFRES. The funds are managed jointly by FM, SPR, and USAF/REX.

3.47.5.10. Appropriation 3730 - Military Construction, Air Force Reserve, FC 57. This appropriation provides for planning and design, major and minor construction, and support activities. The funds may be used to acquire, construct, install and equip temporary or permanent public works, military installations, and facilities. The funds may not be used for other than "real property." Real property is defined as land (and any improvements), and anything permanently attached to it, including structures and installed equipment (installed equipment becomes an integral part of the structure). Movable structures not permanently attached to the land are not real property.

3.47.5.11. Appropriation 7045 - Family Housing, O&M, Air Force, FC 83. AFRES-owned family housing is minimal so the funds we receive are minimal (there are five family dwellings located at Dobbins ARB and they are the extent of reserve housing). This appropriation provides for maintenance of the family dwelling units; maintenance, repair, and replacement of government-owned appliances (stoves, refrigerators, washers, dryers, etc.); rental of equipment; supplies and materiels; and overhead charges.

3.47.5.12. Appropriation 7040, Family Housing Construction, Air Force, FC 89. Self-explanatory. HQ AFRES has not received funding for family housing construction in several years. The only reserve family housing is located at Dobbins AFB.

3.48. High Year Tenure Program. REF: AFI 36-2612 OPR: HQ AFRES/DPMR, C&A: Each level of Commanders, MPF.

3.48.1. General Policy. Membership in the USAFR is a privilege and confers on the individual the obligation to serve in the active military service in the event of mobilization or emergency, or at such other times as the national security may require. A tenure program within the USAFR is essential to avoid the loss of combat readiness resulting from a maturing force. The USAFR Tenure Program's objective is to effectively manage the USAFR officer and enlisted force, thereby achieving the military objectives assigned to the Air Force Reserve. The USAFR Enlisted HYT Program is designed to improve grade ratios, ensure sustained promotion opportunity for lower graded enlisted personnel, and increase readiness by providing a force fit for the rigors of war. The HYT Program limits participation in the Selected Reserve to a total of 33 years creditable service for military pay (CSMP or Pay Date) for all Selective Reserve enlisted members of the USAFR unless otherwise selected for retention beyond HYT. Each member will have an HYT Date (HYTD) corresponding to the first day of the month following his/her Pay Date plus 33 years or age 60, which ever occurs first.

3.48.1.1. Population Considered. All USAFR enlisted personnel participating in the Selected Reserve regardless of grade who have or will achieve 33 years of CSMP are considered.

3.48.1.1.1. *NOTE:* Members of any regular, guard, or reserve component who wish to enlist in the USAFR will not be enlisted if they would have 33 or more years Total Federal Military Service (TFMS) at time of enlistment in the USAFR. Members who have between 28 and 33 years TFMS may be enlisted for the exact years, months, and days.

3.48.1.2. HYT Continuation Consideration (Waiver) Processing Procedures. All members, both traditional reserve (non-ART) and ART, once within 14 months of their current HYTD, will be considered for extension (continuation) of their HYTD.

3.48.1.3. Unit commanders consider each member on a case-by-case basis. If recommended for continuation, the unit commander must justify in the application, that the member is essential to sustain unit readiness.

3.48.1.4. Applications recommending approval are processed to AFRES/CV through the parent wing and NAF commander. Any commander in the chain can disapprove the request.

3.48.1.5. Waiver Criteria/Authority. Continuation beyond the HYTD will be approved only as a rare exception to the 33-year maximum. Exception to policy will not be considered for members with a pay date of 1956 or earlier.

3.48.1.5.1. HQ AFRES/CV is waiver approval authority for unit members.

3.48.1.5.2. The major command (MAJCOM) commander or designee is waiver approval authority for individual mobilization augmentee (IMA) members.

3.48.1.5.3. The Chief, Air Force Reserve is waiver approval authority for members on statutory tour.

3.48.1.6. Appeal of disapproved applications is not authorized.

3.48.2. Denial of continuation to an individual who has served a long and faithful career to his/her country and the Air Force Reserve is not an easy task. Unlike denial of reenlistment, you will have the unpleasant duty of denying continuation to "most" individuals that apply. When applications are reviewed, it's essential that fair and equitable consideration be given to each request and only those applications that firmly support retaining the individual beyond HYTD should be forwarded.

3.49. Historical Services. REF: AFI 84 Series, OPR: Commander C&A: Historian.

3.49.1. The study of military history provides essential perspectives for planning and decision making at all levels of command. The unit history program is the grass roots of the Air Force history program. Military historians evaluate and interpret evidence to record and disseminate complete, descriptive and analytical accounts of operations and activities in support of Air Force exercises, contingencies and conflict.

3.49.2. In support of the unit history program the commander should:

3.49.2.1. Appoint a qualified, highly motivated individual to the historian position.

3.49.2.2. Provide a working environment free of distraction and equipped with the tools necessary for the preparation of the periodic unit history.

3.49.2.3. Impart the importance of the unit history program to members of the unit, ensuring cooperation and assistance to the historian in the collection of information and documentation.

3.49.2.4. Ensure the historian receives needed mobility training and the opportunity to periodically accompany the unit during contingencies, deployments and exercises.

3.49.3. Since all Air Force Reserve historians below the major command level are traditional reservists, commanders and unit historians are encouraged to deal directly with AFRES/HO whenever necessary.

3.49.4. AFRES/HO oversees the command's unit emblem and heraldry program, its implementation of applicable Air Force Museum Program policies and directives (AFI 84-

103), and command involvement in the Air Force Art Program (AFI 84-104). Questions concerning any of these programs can be directed to AFRES/HO.

3.50. HQ AFRES Community Relations. REF: AFI 35 Series, OPR: Commander, C&A: Public Affairs.

3.50.1. HQ AFRES sees community relations programs as opportunities to develop and carry out programs to earn understanding, acceptance, and support of the Air Force Reserve role in national defense.

3.50.1.1. AFRES is concerned with community relations because it depends on community support to carry out its mission. In a democratic society, citizens have a right to know how efficiently AFRES is using its people and monies to achieve national security.

3.50.1.2. Following a 4-step process of fact finding, planning, communication, and evaluation, each unit PAO is required to explain the unit's community relations goals to each community member who may be affected and whose support is essential.

3.50.2. The HQ AFRES community relations branch is responsible for responding to inquiries and concerns from the general public; and monitoring and assisting unit community relations, employer support, and congressional outreach programs.

3.50.3. Traditional AFRES community relations cornerstones are tours, speeches, open houses, and civic leader and employer flights.

3.50.3.1. Because of available training hours, AFRES usually flies more civilians than any other major command.

3.50.3.2. AFRES units support the command's Congressional Outreach Program by meeting legislators and informing them of the reserve's role in national defense.

3.51. Immunization Management. REF: HQ AFMPC/DPMY 030714Z JUL 91 Msg, HQ AFRES/LGX/DPXX 132327Z JUL 91 Msg, HQ AFRES/DPXC 021915Z AUG 91 Msg, AFRES OPR: Directorate, Health Services; Directorate, Personnel, UNIT OPR: Commander, C&A: Reserve Medical Unit, Reserve MPF.

3.51.1. Immunization requirements are not tracked by reserve or active duty medical units and MPFs. It is the members responsibility to ensure they are current on all immunizations and to maintain their own immunization records.

3.51.2. It is strongly recommended that commanders have the immunization records of those members on mobility maintained in their mobility readiness folders. Immunization requirements and frequency could be added

to the mobility checklist and reviewed whenever the mobility folder is reviewed.

3.52. Individual Mobilization Augmentee (IMA) Program. REF: AFI 38-201, OPR: HQ ARPC/XP, C&A: HQ ARPC/XP.

3.52.1. The Air Force IMA program grew out of the Army Air Corps first attempts to train individual reservists in the period between World War II and the Korean Conflict. IMAs are trained individuals of the Selected Reserve who are assigned to an active component, DOD agency, or Selective Service System organizational billet that must be filled to support implementation of war or contingency plans and to respond to other situations that the national defense strategy or national security objectives require.

3.52.2. IMAs often must take the initiative to arrange their own participation and meet training needs. IMAs assigned to active duty organizations are the primary source of augmentation in an emergency requiring a fast, sizable expansion of the active force (AFI 38-201). Training with active Air Force counterparts is the best training the IMA could receive considering the role IMAs play during national emergencies. If called to active duty, the IMA would perform the same job in which he/she trains. IMAs can be attached to active duty units for inactive duty training (IDT). The active duty supervisor and the IMA together decide on a training schedule. Ideally, training is scheduled at a time when the IMA can most easily fit it into a civilian work schedule, and at a time when the Air Force can provide meaningful, timely and constructive training.

3.52.3. IMAs are part of the reserve end strength; they are not factors in the active duty end strength. Today, more than 11,000 reservists serve in the IMA program (6,966 officers and 5,471 enlisted personnel). The FY94 funded level is 12,437.

3.52.4. Today, organizational responsibilities for the IMA program extend intricately throughout both active force and reserve structures. HQ USAF, Deputy Chief of Staff, Personnel (DP) is responsible for mobilization and readiness program management. The peacetime management and programming of all Air Force Reserve forces is under the Chief of the Air Force Reserve (HQ USAF/RE). The Air Reserve Personnel Center (ARPC) acts as the "execution level" management and servicing agency. Individual reservists in the legal, chaplain, and medical areas are centrally managed at ARPC but are attached and trained at active duty organizations. Reservists in the intelligence specialties are generally managed by the air intelligence Agency. Major commands, field operating agencies, and agencies external to the Air Force have direct responsibilities for IMAs assigned, attached, and trained within their organizations.

3.53. Information Management. REF: AFI 37-120, *Federal Register*, AFI 37-122/AFRES Supplement, *Air*

Force Records Management Program, AFMAN 37-123/AFRES Supplement, *Management of Records*, AFI 37-124, *The Information Collections and Reports Management Program, Controlling Internal, Public and Interagency Air Force Information Collections*, AFI 37-131/AFRES Supplement, *Freedom of Information Act Program*, AFI 37-132/AFRES Supplement, *Air Force Privacy Act Program*, AFI 37-138, *Records Disposition--Procedures and Responsibilities*, AFMAN 37-139, *Records Disposition Schedule*, AFCAT 37-140, *The Air Force Catalog of RCS Reports*, AFRESI 37-108, *Document Imaging Systems*, AFPD 37-1, *Air Force Information Management*, AFDIR 37-135, *Air Force Address Directory*, AFH 37-137, *The Tongue and Quill*, AFI 37-160V6, *The Air Force Publications and Forms Management Programs--Numbering Publications*, AFI 37-122, *Air Force Records Management Program*, AFDIR 37-144, *Air Force Privacy Act Systems of Records Notices*, AFI 37-160V7, *The Air Force Publications and Forms Manaagement Programs--Publication Libraries and Sets*, AFI 37-161/AFRES Sup, *Distribution Management*, AFI 37-160V1, *The Air Force Publications and Forms Management Programs--Developing and Processing Publications*, AFI 37-160V4, *The Air Force Publications and Forms Management Programs--Air Force Periodicals and Nonrecurring Pamphlets*, AFI 37-162, *Managing the Processes of Printing, Duplicating, and Copying*, AFI 37-160V8, *The Air Force Publications and Forms Management Program--Developing and Processing Forms*, AFMAN 37-126, *Preparing Official Communications*, AFPAM 13-5, S/s by AFH 37-137, *The Tongue and Quill*, AFR 900-74, S/s by AFR 4-52, Rescinded by PB 4.95, AFRESPAM 36-103, *AFRES Outstanding Information Management Awards Program*.

3.53.1. Information Management (IM) is a critical member of the Commander's staff, providing support to the command staff as well as collocated units and staff agencies. The IM is the advisor to the commander in all areas of information management regardless of media. Unwavering command support is absolutely essential for the IM function to accomplish its mission. The Chief of Information Management's responsibility extends across organizational lines and involves daily interaction with higher ranking members of the staff and unit commanders. Under these circumstances, the IM must speak with the senior commander's authority in order to ensure compliance with directives. For these reasons, the IM Chief's civilian supervisor must be the full-time commander or executive officer. The IM reports to the Reserve MSS Commander only when both parties are in military status (UTA, Annual Tour) and not on a day-to-day basis.

3.53.2. At the unit/staff support level the Information Manager assists in determining the need for publications and forms; establishes procedures for processing official communications in all media; establishes information flow procedures for receiving, suspensing, and redistributing

incoming and outgoing communications; ensures outgoing communications comply with appropriate style and format; coordinates and establishes records maintenance and disposition procedures and reviews and interprets information management publications and directives; provides guidance for developing forms and publications and coordinates all 3AO issues with the wing IM.

3.53.3. At wing level the Information Management (IM) function is responsible for the Base Information Transfer System (BITS), and administrative orders. The IM is also responsible for guidance concerning preparing official communications, AIGs, code words exercise terms and nicknames and approving standard office symbols. The IM manages the records management program which includes: creating, maintaining, disposing, storing, and retrieving records in any form including electronic; managing document imaging and electronic recordkeeping systems, and serving as staff OPR to ensure compliance with the Freedom of Information Act, and the Privacy Act, reviewing for Report Control Sysbol (RCS) reports, Privacy Act Systems of Records, and input to the Federal Register, managing ...training are properly administered. The IM manages the records management program which includes creating, maintaining, disposing, storing, and retrieving records in any form, including electronic; managing document imaging, and serving as staff OPR to ensure compliance with the Freedom of Information and the Privacy Acts; managing all duplicating services to include the base copier plan; and ensuring 3A0X1 career development, upgrade training, OJT, and proficiency training are properly administered. The wing IM is the functional manager for all 3A0X1 resources assigned to the organization. By regulation, they take an active role in the assignment, placement, training actions, and utilizations of all 3A0X1 resources. The IM is also the OPR for the Paperwork Reduction Act.

3.53.4. Administrative orders are undergoing sweeping changes within the Air Force. The Air Force has decentralized orders publishing and management responsibilities to the organizational and functional agency level. The Air Force Reserve, at this time, only decentralized non-travel orders such as promotion, awards and decorations, change of command, etc. The responsibility for management of reserve and travel orders remains an IM responsibility.

3.54. Inspection Guidance. REF: AFI 90-201, OPR: AFRES/IG C&A: N/A.

3.54.1. In addition to ORIs and QAFAs, AFRES medical units are subject to Health Services Inspections (HSIs) conducted by the Air Force Inspection Agency (AFIA). An HSI is an inspection designed to evaluate the management of functional elements within medical units and to report significant problems affecting mission accomplishment. In addition, Aeromedical Evacuation and Aeromedical Patient Staging units can expect to participate in ORIs.

3.54.2. The basic premise of assessment grading is "if the unit is doing exactly everything that is required by regulation, policy or directives, then the unit is performing SATISFACTORY." All units begin each assessment as SATISFACTORY, and all grades above or below SATISFACTORY will be earned by the unit. Proper accomplishment of day-to-day functions is essential, but additional preparation for any assessment is necessary. If your documentation is continuous and accurate, your program manager will self-identify deficiencies and implement corrective measures. As a commander preparing for a QAFA, your best tools are an effective crosstell program and use of self-inspection through use of inspection checklists. Functional area checklists may be obtained from the AFRES LAN. See your wing self-inspection monitor for assistance.

3.54.3. Your unit will not get a second chance to make a first impression. The appearance of your personnel in the performance of their duties will be one of the first observations that an assessment team makes when they visit your unit. A sharp unit in dress, appearance, and military courtesy tends to also take pride in its performance. Adherence to AFI 36-2903 standards reflects directly upon your command. Equally important is the weight management program. Make sure you have an effective program that identifies everyone who is over their body fat limitations. Once they have been identified, follow-up to ensure individuals meet required losses and appropriate action is taken on those who fail to lose the required percentages.

3.54.4. Documents and related items need to be reviewed/updated to ensure currency. These include appointment letters, approval authority letters, files and file plans, personnel rosters, operating instructions, bulletin and safety boards, view graphs and slides for unit in-brief, self-inspection checklists, policy letters, etc.

3.54.5. Work areas should be neat and tidy and present a good overall appearance. Cabinets and book shelves should be orderly and free of clutter. Please remind your staff to turn off any radio that might interfere with the inspector/inspectee interview and to provide room for the inspector to work.

3.54.6. Don t let your people make excuses for deficiencies. Make sure they are positive and indicate proposed corrective action where required. Show the inspector those self-initiated items that have been developed which improved individual operations. (The inspector may want to take these good ideas and share them with other bases).

3.54.7. The assessment system programs also include: Fraud, Waste, and Abuse, Complaints, and Self-Inspection. The IG is the focal point for the FWA program, which is managed IAW AFPD 90-3, *Inspector General-Complaints Program*, and AFI 90-301, *Inspector General Complaints*.

The primary elements of the program are audit, inspection, investigation, legal, and security. The key emphasis is "prevention" of loss of resources.

3.54.8. The Complaints Program requires the commander of each NAF, Wing, and squadron (when located separately from its parent unit) to appoint a primary and alternate senior officer as the unit IG, unless a specific IG position exists in the unit. If no specific IG position exists, the primary IG is normally the Vice Commander (traditional reservist) and the alternate should be an Air Reserve Technician. Reserve associate and tenant unit on active Air Force installations will also appoint an IG. When reserve units are collocated at one installation, the unit IG appointed by the senior reserve commander may serve as sole IG of all reserve personnel assigned to that installation. A letter identifying the primary and alternate IG must be sent to HQ AFRES/IGQ. The complaints officers are to be identified in writing to HQ AFRES/IGQ.

3.54.9. AFPD 90-3 and AFI 90-301 prohibits anyone from denying or interfering with an individual's right to communicate with a member of Congress, officials in the executive branch of government, or IG personnel, or taking reprisal actions against an individual for making such communication.

3.54.10. All Air Force members, military and civilian, have the right to file a complaint, without fear of retaliatory action, if they know of mismanagement, violation of Air Force directives, an injustice, deficiency, or like condition. The responsibility for resolving complaints is a command function. Commanders must show they want individuals to make their complaints known and provide timely and unbiased responses. To this end, investigations are conducted at a command level which prevents self-investigation or the perception of the same. Commanders are not to initiate or direct inquiries or investigations into disclosures lodged against themselves. If in doubt, the next higher command is asked to investigate. A sound and effective complaints program is vital to the Air Force Reserve. It must have your support.

3.54.11. Every unit is to establish and maintain a self-inspection/ crossfeed program. Self-inspection is a management tool used to apprise the commander and supervisors of the unit's progress and operational status. The objective is to establish and maintain a system to evaluate the proficiency and performance of all functional areas and to provide a means of evaluating the techniques and procedures used in accomplishing assigned tasks. Further guidance on self-inspection/crossfeed is contained in AFI 90-201/AFRES Sup 1.

3.54.12. Special Interest Items (SII) are command level concerns and approved by senior Air Force officials. As a commander, you should be aware of all SIIs and specifically those that apply to your unit.

3.54.13.   You will be expected to have a project

officer/single point of contact for the IG team. It is important to select a competent individual and have him/her follow through from beginning to end to ensure continuity.

3.54.14.   At the beginning of most assessments, the commander of the unit being assessed will be required to present a briefing on the status of the unit. AFH 37-137, *The Tongue and Quill*, illustrates a number of briefing formats.   More details will be sent to you by the IG approximately 45 days prior to arrival of the assessment team.

3.54.15.   Assistance from Headquarters AFRES, NAF, parent wing can consist of formal or informal visits, and come in a variety of forms. The most popular is the Staff Assistance Visit (SAV). A SAV is a scheduled visit and may examine a single part or all of your operation. SAVs are conducted by NAFs or Wings. The results are intended for use by the unit visited. In addition to a SAV, units that are expecting an Operational Readiness Inspection (ORI) could have a Readiness Assistance Visit (RAV). A RAV (conducted by a NAF) is an Operational Readiness Exercise (ORE) to identify deficiencies in a unit's ability to go to war and to provide assistance in correcting those deficiencies.

3.54.16.   Consider a RAV as a SAV dealing with the operational side. Schedule RAVs/SAVs early enough to be able to correct or at least start in motion corrective action for identified deficiencies.

3.55. Intelligence Support. REF: AFR 200-1, AFRESR 200-1, OPR: Senior Intelligence Officer, C&A: N/A.

3.55.1.   While appreciated more in war than peace, Intelligence has much support to offer during day-to-day operations. It supports not only the commander and the aircrews, but also other units under his/her command as well as the security police, civil engineers and other functions with frequent deployments and/or training requirements OCONUS. Intelligence briefings are required anytime Air Force Reserve personnel deploy OCONUS.

3.55.2.   Commanders should consider weekly or more frequent current intelligence briefings that will highlight possible US involvement bearing on unit operations and/or training. Intelligence, primarily through the Intelligence Support to Training, Operations & Plans (ISTOP) system, has near-real-time access to classified intelligence information and imagery, as well as a depth of automated briefing products (maps, charts, images, etc.) that can be utilized to present timely, usable briefs with state-of-the-art digital projection equipment.

3.55.3. Intelligence is also an interface to the Office of Special Investigations, and in most cases to Sensitive Compartmented Information (SCI). It is also a key player when the Crisis Action Team (CAT) is in session, and in planning for exercises, deployments, ORIs, and anti-terrorist actions. In short, Intelligence is focused on

the operational mission requirements, and is an important member of the commander's support team.

3.56. Internal Management Controls Program. REF: OMB Circular A-123, AFPD 65-2, AF I 65-201, Federal Managers Financial Integrity Act of 1982 (Public Law 97-255), OPR: Commander C&A: HQ AFRES Comptroller Plans Division, Unit Financial Analysis Officer/Comptroller, Supervisors.

3.56.1. The Internal Management Control Program (IMCP) implements the Federal Managers Financial Integrity Act of 1982 (Public Law 97-255). It defines management's responsibility for establishing, evaluating, and improving internal controls to guard against the misappropriation of resources.

3.56.2. The IMCP comprises a thorough review of all functional areas within the Air Force. It includes establishing controls, evaluating these controls, determining if there is reasonable assurance that the objectives of internal control are being met, reporting material weaknesses, and providing adequate follow-up, including tracking material weaknesses to ensure their correction.

3.56.3. Four reports are required annually (RCS: HAF-ACC(AR)8301). They are:

3.56.3.1. Progress Reports (as of 31 March)

3.56.3.2. Status of Corrective Actions for Previously Reported Material Weaknesses (as of 31 March)

3.56.3.3. End of Review Reports

3.56.3.4. Annual Statement of Assurance (SOA)

3.56.4. The fiscal year program culminates in the SOA. This statement certifies that the system of internal accounting and administrative controls complies/does not comply with the requirement to provide reasonable assurance that the objectives of the system were achieved. This statement includes any material weaknesses that were disclosed through audits, inspections, etc. Each unit commander, as well as the vice-commander of the Air Force.

3.56.5. Reserve, signs a statement of assurance. Program responsibility falls into two categories: program OPR and functional OPR. The program OPR (assigned to FM at the headquarters and FMA at the unit level) is tasked with program administration responsibility. In order to accomplish this, the program OPR:

3.56.5.1. Provides training to functional OPRs, where necessary.

3.56.5.2. Develops/submits schedules to the next level program OPR.

3.56.5.3. Ensures functional areas provide appropriate SOAs and/or summaries of review activities.

3.56.5.4. Ensures suspenses are met.

3.56.5.5. Monitors progress reporting of corrective actions until closed.

3.56.5.6. Prepares commander's statement of assurance, obtains commander's signature, and submits to next level program OPR.

3.56.6. Functional OPRs (assigned to each function) are primarily responsible for reporting on review activities within their respective areas.

3.56.6.1. Provide schedules of program actions to program OPR.

3.56.6.2. Submit end-of-year summary reports to program OPR.

3.56.6.3. Monitor progress of corrective actions and submit semiannual reports until closed.

3.56.6.4. Submit to the program OPR a statement of assurance signed by the staff agency head.

3.57. Interrogations & Confessions. REF: Article 31, UCMJ, OPR: Anyone in authority questioning a suspect, C&A: Staff Judge Advocate

3.57.1. There are several important concepts in this area. The first is that a confession or self-incriminating statement that is to be used as evidence against an accused must be voluntary. The second concept is that before a military member suspected of a UCMJ offense can be questioned, he or she must be informed of certain specific rights under Article 31 of the UCMJ. This applies to anyone acting in an official capacity to inquire into an offense, including commanders, first sergeants, and supervisors, as well as security policemen and AFOSI agents. This does not apply to a request for consent to search (unless accompanied by other questions), or to a request for body fluids such as blood, breath or urine. The third concept is the right to have counsel present during questioning. If the suspect asks that counsel be made available, questioning must cease until counsel has been made available.

3.57.2. A "civilian" (which many reservists are when questioned) is only entitled to Fifth Amendment "Miranda" rights advisement when he or she is in "custody." He or she is also not necessarily entitled to an attorney free of charge. Article 31 protections are much better.

3.57.3. You do not have to read a suspect his or her rights verbatim, but it is a good idea. The Air Force uses AFVA 125-19, Advisement of Rights, which is as follows:

"I am _____ (grade and name), Commander ____of____the_____.
I am investigating the alleged offense(s) of _____, of which you are suspected. I advise you that under the provisions of Article 31, you have the right to remain silent, that is, say nothing at all. Any statement you make, oral or written, may be used as evidence against you in a trial by court-martial or in other judicial or administrative proceedings.

3.57.4. You have the right to consult a lawyer and to have a lawyer present during this interview. You have the right to military counsel free of charge. In addition to military counsel, you are entitled to civilian counsel of your own choosing, at your own expense. You may request a lawyer at any time during this interview. If you decide to answer questions, you may stop the questioning at any time.

Do you understand your rights?

Do you want a lawyer?

Are you willing to answer question?"

3.57.5. If after asking the first question, the suspect does not understand, no questioning should proceed until the rights are read again and the suspect indicates understanding of the rights. If after asking the second question, the suspect wants to talk to a lawyer, the questioning must cease until he or she has been given the opportunity to consult with an attorney unless at a later time the suspect of his or her own volition initiates further communication. If after asking the third question, the suspect does not want to answer questions, the questioning must cease.

3.57.6. If all of this "advisement" sounds complicated..it is! A useful tool to help nonlawyers keep this straight is the AF Form 1168, **Statement of Suspect/Witness/Complainant**. It is frequently used by the AFOSI, security police and appointed investigators during their interview of all witnesses. Using this form to create a record (memorandum) of the rights advisement often proves to be critical in important cases.

3.57.7. Keep in mind that the government will bear the burden of proving that the suspect was advised of his or her rights, and that the suspect understood those rights. Confessions or admissions made without proper rights advisement are not usually admissible evidence. You are best advised to have suspect interviews be accomplished by trained interrogators, such as AFOSI/SP personnel.

3.58. Manpower and Organization. REG: AFRESI 38-201, Air Force Reserve Mission Directives (AFRESMDs), AFRES Manpower Management Core Training Notebook, OPR: MPF Chief, C&A: MPF Chief, NAF/XPM, HQ AFRES/XPMR/T/X.

3.58.1. The commander's manpower representative is the servicing wing MPF chief, who can provide information on a wide variety of manpower-related actions. The source document for most manpower actions is AFRESI 38-201 This regulation provides specific guidance and information on Manpower Change Requests (MCR), types of overhires, commander's zero balance authority, and application of manpower standards. The "AFRES Manpower Management Core Training" notebook, developed by subject matter experts from HQ AFRES/XPM, also provides extensive information and guidance concerning most manpower matters. The notebook is updated annually (or as needed) by NAF/XPMs and is available to you through your servicing MPF chief.

3.58.2. The AFRESMD regulations provide information on mission directives and organizational structures. Your MPF chief can also obtain information on activation/deactivation and realignment orders.

3.58.3. Functional reviews directly involve unit personnel through use of workshops comprised of functional experts. The workshops develop the work center description that is subsequently measured and is, therefore, critical to your satisfaction with the process. Selection of representatives and identification of a thorough list of work center duties are critical. Furthermore, if your unit is measured, do not hesitate to discuss work which was omitted by the workshops from the study.

3.58.4. Manpower standards are quantitative expressions of a work center's requirements in response to varying levels of workload. A manpower standard identifies the primary workload drivers for a work center. Within a specified range of workload drivers, a determinant quantifies the number of manpower requirements a work center should have to accomplish its mission through the use of an equation.

3.58.5. MCRs - Any AFRES activity may submit, at any time, a request to change their manpower resources to accomplish its mission more effectively. Approval of the requested action is contingent upon the availability of funds to pay for additional requirements, higher grades, etc. Prepare a MCR in accordance with AFRESI 38-201. Contact the respective NAF/XPM for assistance and forward your completed request through the NAF/XPM to HQ AFRES/XPM. When HQ AFRES receives the request (AFRES Form 106), it is considered for approval contingent upon the above mentioned constraints. Some common errors which cause unnecessary delays in the staffing process for MCRs are:

3.58.5.1. Absence of NAF level coordination which must be accomplished for MCRs which decrease or increase requirements, lower or increase grades, establish or de-establish an Air Reserve Technician (ART), or reorganize a function.

3.58.5.2. Incomplete justification/rationale for requesting the change. A full work picture and justification, complete with alternative management actions, will decrease the staffing time.

3.58.5.3. Using outdated unit manpower document (UMD) as reference. When in doubt concerning the currency of your UMD, have your MPF chief contact your NAF/XPM for a current one.

3.58.6. The UMD is a manpower generated document which identifies a unit's approved organization, funded authorizations (by grade and Air Force Specialty Code), functional account codes, and category of employment (civilian, military, and ART, etc.). The UMD does not show names of personnel filling the authorizations, rather it recognizes that a position has been validated as required. The following is a list of the more common UMD codes you will be dealing with in recognizing active duty, civilian, and ART authorizations:

UMD   DATA   CODES

CODE	DESCRIPTION
FA	Functional Account Code
OSC	Organizational Structure Code
AFSC	Air Force Specialty Code
MNT	Manpower Type (X in first digit indicates funded, R in first digit indicates unfunded)
MES	Military Essiality (J indicates an ART)
ART	Air Reserve Technician Identity (R indicates an ART) (R on Part A or the numeric value "1" on Part B indicates an ART)
PAS	Personnel Accounting Symbol
NR-KD-TYP	Number-Kind-Type
DET	Detachment Number
O/L	Organization/Location
ILC	Installation-Location-Name
INSTL-LOC-NAME	Installation-Location-Name
ILK	Installation Kind
ISC	Installation State/Country Title
OED	Organization Effective Date
PSC	Security Classification of Organization
PSR	Personnel Accounting Symbol Classification Reason
ARR	Air Reserve Forces Identity
CCP	Central Civilian Personnel Office Number
CBP	Military Personnel Flight Number
MET	Servicing MET MPF Number
SUB	Sub Command Identity
APN	Associated Personnel Accounting Symbol Number
OSC	Organizational Structure Code
FAC	Functional Account and Shred
POS-NR	Position Number
SEI	Special Experience Identifier
GRD	Authorized (MIL/CIV) Grade Abbreviation
MNT	Manpower Type
RGR	Required Grade Abbreviation
PEC	Program Element
CEC	Civilian Employment Group Category
ASF	Academic Specialty
AEL	Academic Education Level Required
FPI	Flying Position Identifier
DFC	DOD Function Conversion Code
RSC	CI Reason Code
YLR	CI Year of Last Review
YNR	CY Year of Next Review
DTY	Authorized Duty Title
MES	Military Essiality
FCT	Functional Category
RLA	Authorized Language Identity Required
HPS	Personnel Reliability Program/Sensitive Status
SAR	Manpower Position Security Access

ART	Civilian Reserve Technician Identity
MSI	Manpower Standard Implementation
RMK	Manpower Remarks
ARR	Air Reserve Forces Identity
CRK	Command Manpower Remarks
AMI	Assigning Major Command Identity
PNC	Position Number Cross-reference
UTC	Unit Type
OCC	Occupational Series

3.59. Medical Care - Entitlements During Inactive Duty Training. REF: AFI 36-2910/AFRES Sup; AFI 48-123; AFI 41-115; AFR 168-8, Atch 9, AFRES/CV policy letter dated 5 Apr 90, Policy Guidance, Medical Services at AFRES bases, AFRES OPR: Directorate, Health Services; Directorate, Personnel, UNIT OPR: Medical Commander, C&A: Reserve Unit MPF.

3.59.1. Reserve members are not entitled to routine medical care at government expense while performing inactive duty training. The mission of reserve medical units is training. Routine medical care must be obtained from private health care providers. The medical services available to reserve personnel from reserve medical units during a UTA are limited to evaluating a member's medical ability to continue participation in the UTA.

3.59.2. Medical emergencies during a UTA are handled by the active duty medical treatment facilities for reserve units which are collocated on an active duty base and by the fire department rescue team and local ambulance services at AFRES bases. Most medical emergencies during a UTA will warrant the accomplishment of a line of duty determination. While a line of duty determination is being processed, a reserve member is entitled to military medical care. If the medical condition was determined to have been in the line of duty, then the member is entitled to continued medical care at government expense. This entitlement to medical care exists only for the medical condition being investigated for a line of duty determination. *Example:* A member is being treated at a military hospital for a twisted knee which has been determined to be in line of duty. The member has hypertension and has run out of medication. The member cannot get a refill of his blood pressure medication while being seen for his knee at the military hospital.

3.60. Medical Care - Entitlements During Periods of Active Duty (AD). REF: AFR 35-67, 168-6, AFRES Sup 1 to each regulation, AFRES/\CV policy letter, 5 Apr 90, Policy Guidance, Medical Services at AFRES bases,

AFRES OPR: SG, UNIT OPR: Medical Commander, C&A: Medical Commander.

3.60.1. Reserve members are entitled to military medical care when on AD orders for any medical condition they may have, whether the period of AD is for 1 day or 101 days. Treatment is limited to cover the period of the AD orders only, unless they have an "in line of duty" medical condition. Members are not entitled to have surgical procedures or initiate medical treatment which would extend beyond the period of their AD orders, unless such medical care is related to a medical condition determined to have occurred "in line of duty."

3.60.2. When it is discovered that a member has a medical condition which existed prior to the start of the particular period of AD in question and interferes with the performance of duty or requires frequent or close medical follow-up, the member's commander must strongly consider revoking that member's orders. To preclude undue hardship on the member and possibly compromise a military mission, commanders must ensure that any member ordered to AD meets the medical requirements for continued military duty and does not have a medical condition which would require frequent visits to a medical treatment facility (MTF).

3.60.3. Reserve members may not be placed on AD orders or have their orders extended in order to receive military medical care (even if they have a medical condition determined to be "in line of duty"). However, reserve members who are on orders for over 30 days may have their orders extended until formal disposition of their case if they have incurred or aggravated a medical condition which was determined to be "in line of duty."

3.61. Medical/Dental - Physical Examination Requirements. REF: AFI 48-123, HQ AFRES/SGP Numbered letter, AFRES 95-02 dated, 31 Mar 95, AFRES OPR: SG, UNIT OPR: Medical Commander, C&A: Medical Commander.

3.61.1. It is a commander's responsibility to ensure that members under their command are physically fit and meet the medical/dental requirements established in AFI 48-123.

3.61.2. Commanders must immediately notify their servicing reserve or active duty medical unit when they become aware that a member under their command has a medical/dental condition which renders their medical qualification for continued military duty questionable. The medical unit will take appropriate action to determine the member's fitness for continued military duty. Commanders should routinely brief members within their command that it is the members responsibility to notify them and their servicing medical unit when there is a change in their medical/dental condition.

3.61.3. Commanders must make every effort to ensure that members within their command complete their medical and dental requirements. Reserve medical units will notify the member and commander in writing when a member fails to show for a medical/dental requirement. The medical unit will not reschedule the member to complete his/her requirement. That is the responsibility of the member or his/her unit. When the member becomes overdue for his/her physical examination, an AF Form 422, **Physical Profile Serial Report**, will be initiated identifying the member as not being qualified for mobilization or deployment. While the member is in this status he/she will not be able to participate in the reserve program for pay or points. The member will remain in this status until after all medical/dental requirements have been met. The AF Form 422 will be routed to the member, member's commander, and member's MPF. This will be the only notification given by the medical unit. It is the responsibility of the member or member's unit to contact the medical unit and set up another appointment date.

3.62.   Military Personnel Appropriation (MPA) Man-Day Program. REF: AFI 36-2619, OPR: DP, C&A: DP.

3.62.1.   MPA man-days are authorized to support short-term needs of the active force by providing members of the Air Reserve Forces for tours of active duty. These tours are for the convenience of the government and are used only when there is a temporary need for personnel, unique skills, or resources that cannot be economically met from the resources of the active force.

3.62.2. Active duty commanders request MPA man-days from their MAJCOMs for reserve forces support. Gaining commands control MPA man-days. A reservist is limited to 139 MPA days per fiscal year without prior waiver approval. HQ USAF/DPPR can approve waivers to exceed 139 days when requested by the gaining command.

3.63. Mobility. REF: AFI 10-401 and AFI 10-403, OPR: Commander, C&A: Supervisor, Mobility Officer/NCO.

3.63.1. A unit's ability to respond and properly deploy itself, or another unit, requires the unit to train for such an event. As a commander, you should appoint a Mobility Officer and NCO to monitor and coordinate the unit mobility training. Your direct responsibility in this area is to know your Unit Type Codes (UTC), tasking, deployment sites, response times, and Designed Operational Capability (DOC).

3.63.2. Units are required to perform a limited mobility exercise once a year, which is normally coordinated with the host installation that has the responsibility to provide the support and processing functions, i.e., medical, security, ID, dog tags, legal, etc. The results are statistically predictable, ID cards need to be replaced due to incorrect rank or expiration dates, uniforms are not complete,

organizational patches and incorrect rank are common discrepancies.

3.63.3. It is apparent that some people believe mobility is just another annual requirement that has to be accomplished on the UTA. The fact remains that mobility preparedness should be one of a commander's highest priorities. If and when a tasking requirement is imposed on the unit, the unit must immediately respond.

3.63.4.   Apply the following list of questions to your mobility preparations and ask yourself, "Are you satisfied with the results?"

3.63.4.1. Recall Roster. Was it recently updated? Is it efficiently structured for quick response?

3.63.4.2. Simulated Recall. What was the actual percent of response in the first eight (8) hours of your last recall?

3.63.4.3. Support Equipment. Where are your mobility bags, weapons, and unique equipment kept? Are they stored singly or are they palletized?

3.63.4.4. How long will it take to get all of your equipment to a marshaling area? Have you ever conducted a dry run on this?

3.63.4.5.   Do you or your host have pallets and nets available?

3.63.4.6.   Do you periodically conduct a mobility line within the unit as opposed to once a year?

3.63.4.7. Have you ever conducted a complete clothing showdown or Chemical Warfare Ensemble check?

3.63.4.8. Have you considered "pre-selection of teams" in the event of a partial unit tasking?

3.63.5. If you are uncomfortable with any of your answers, it is an indication that improvements can be made and it is time to put an increased emphasis on your mobility operation.

3.64. National Committee for Employer Support of the Guard and Reserve. REF: AFI 35 Series, OPR: Commander, C&A: Public Affairs.

3.64.1. The National Committee for Employer Support of the Guard and Reserve (NCESGR) is chartered to gain and reinforce the support of American employers for a strong guard and reserve system. Every unit should have at least one representative serving on the state committee.

3.64.2.   Supporting employers of guard and reserve members on trips/tours is an important tool for fostering strong belief in the important role of the viable and reliable reserve force we have today.

3.64.3.   All trips/tours for employers sponsored by NCESGR must be approved by OASD/RA-NCESGR when requested by a state Employer Support of the Guard and Reserve (ESGR) committee.

3.64.3.1. State ESGR committees must request a trip/tour through OASD/RA-NCESGR and may not directly request airlift approval through a specific unit or major command. Each state ESGR committee should coordinate its request beginning with the state field representatives.

3.64.3.2.   State ESGR committees may contact local airlift/tanker units to inquire on feasibility of support should OASD/RA-NCESGR approve a trip/tour. Once OASD/RA-NCESGR has approved a proposed state ESGR trip/tour, a request to support is forwarded to HQ AFRES/DOOM to be included in a quarterly Airlift Allocations Conference. OASD/RA-NCESGR approval does not guarantee an ESGR trip/tour will be supported by an AFRES airlift cargo or tanker unit.

3.64.3.3. Final determination on support will be made by individual commanders, based on their ability to support a specific request at the quarterly Airlift Allocation Conference.

3.64.3.3.1. In no situation will local commanders obligate their unit to support a specific trip/tour prior to OASD/RA-NCESGR and HQ AFRES allocation board approval.

3.64.3.3.2.   Commanders must ensure that state ESGR committee members inquiring on airlift support are aware that mission requirements my require cancellation of trips/tours up to and including the day of departure.

3.64.4. OASD/RA-NCESGR is responsible for monitoring trips requested by state ESGR committees and normally will approve one trip/tour per year for each committee. However, in unusual circumstances, a state ESGR committee may have more than one trip approved. Remember all trips must be approved by OASD/RA-NCESGR.

3.65. NCO Leadership Development Program. REF: AFRESR 50-9 OPR: QIP, C&A: N/A.

3.65.1.   The importance of the enlisted supervisor has increased dramatically with the current changes in the Air Force Reserve. This leadership development program addresses the leadership and management needs of the mid-level enlisted personnel (minimum E-5). The program offers college credit and hands-on experience with real life military situations. An integral component is the blending of personnel from different AFSCs, and also the use of objective military facilitators from other locations. With team-building exercises and grass roots projects, the participants are given an opportunity to use quality tools and interface with their commander on difficult issues. The

course is ten days and offered at a unit location. Local training offices establish the annual schedule and oversee the selection of students. The cost of student days are base-funded. The reciprocity of facilitators allows for an equitable sharing of facilitator cost. This program is strongly endorsed by senior AFRES management.

3.65.2. The base and unit commanders can support the program by considering the following actions:

3.65.2.1. Welcoming and/or visiting the class will show visible commander support of NCO leadership.

3.65.2.2. Encouraging students for team-building efforts and follow-up on appropriate team project implementation. The use of student taskings could be valuable for the empowerment of the student.

3.65.2.3. Recognition and support of current and potential facilitators. Allowing facilitators to actively participate increases the total force concept and increased individual growth and morale.

3.65.2.4. A financial commitment to support the program. Unit funds are utilized for students and facilitators. Units may submit an unfunded request and get reimbursed for facilitator costs.

3.66. Nonjudicial Punishment (Article 15). REF: AFI 51-202; AFI 36-2502; UCMJ, Article 15, OPR: Commander, C&A: Staff Judge Advocate.

3.66.1. Nonjudicial punishment may be imposed for acts or omissions that are minor offenses under the punitive articles of the UCMJ. Whether an offense is "minor" depends on such factors as the nature of the offense; the offender's age, rank, duty assignment, record and experience; and the maximum sentence imposable if the offense were tried by court-martial. If an offense carries a potential court-martial sentence of a dishonorable discharge or confinement in excess of one year, it is ordinarily not considered "minor." The ultimate decision of whether an offense is "minor" rests with the commander after consultation with the Staff Judge Advocate.

3.66.2.   Only commanders may impose nonjudicial punishment. The term "commander" includes commanders of Air Force units (e.g. wing, base, and squadron commanders); and if properly appointed on special orders, headquarters squadron section commanders and detachment commanders. "Commander" also includes Air Reserve Technicians (ARTs) when performing duty in their military capacity and subject to the Uniform Code of Military Justice. The person being punished must be a member of the commander's command. "Members of the command" include persons assigned to the unit and persons on temporary duty (TDY) with the unit.

3.66.3. For some service members, the commander must meet certain criteria in order to administer nonjudicial punishment. To administer nonjudicial punishment on an officer, a chief master sergeant, or a senior master sergeant, the commander must be at least a lieutenant colonel. For officers, unless the commander is a general officer or is a general court-martial convening authority, the punishment is limited to a reprimand and up to 30 days restriction. Generals may also impose forfeitures. For any enlisted member, the person cannot be reduced in grade unless the grade from which he or she is demoted is within the promotion authority of the commander imposing the nonjudicial punishment (AFI 36-2502, para 4.2).

3.66.4. If an appropriate potential punishment is beyond the punishment authority of the commander, the recommendation for imposition of nonjudicial punishment may be elevated to a superior commander with the necessary grade or position to impose the punishment.

3.66.5. The first step in the nonjudicial punishment process is what could be classified as the investigative process to determine whether it appears a member may have committed a minor UCMJ offense. This investigation may be done by the commander, the first sergeant, supervisors, the AFOSI, or the security police. If the investigation involves interrogation or questioning of others, the commander may be well-advised to use AFOSI or the security police to minimize the potential for improper rights advisement which would render a statement inadmissible. If others are going to be questioning someone suspected of an offense, assistance from the Staff Judge Advocate's Office is recommended to ensure proper rights advisement.

3.66.6. If the commander believes that there is sufficient information to proceed with a nonjudicial punishment action, the commander should contact the Staff Judge Advocate's Office to determine whether nonjudicial punishment is an appropriate means of proceeding and to consider whether there are any problems with the evidence gathered. Although there is no "burden of proof" in nonjudicial proceedings and the Military Rules of Evidence do not apply, an alleged offender has the right to "turn down" the Article 15 proceedings and demand trial by court-martial at which the government would have to prove its case beyond a reasonable doubt by legal and competent evidence. Therefore, it is important to have a sound evidentiary basis before proceeding with Article 15 action.

3.66.7. If the nonjudicial proceeding goes forward the actions are recorded on an AF Form 3070, **Record of Nonjudicial Punishment Proceedings**. The front side of the AF Form 3070 shows the actions taken and decisions made by the commander and the member; the reverse side provides rights information to the member, notes on completion of the form, and the maximum permissible punishments available.

3.66.8. The Article 15 action is initiated by the commander's completion of Item 1 through 4 of the AF Form 3070 and serving it on the member.

3.66.9. Item 1 is the specific offense which the member is alleged to have committed, and the specification for this charge will be provided by the Staff Judge Advocate's Office to ensure that the allegation states an offense under the UCMJ.

3.66.10. Item 2 advises the member of his rights shown on the reverse side of the AF Form 3070 and informs him of the availability of military counsel, usually the Area Defense Counsel, for his consultation.

3.66.11. Item 3 advises the member of the maximum punishment that the commander may impose, if the member elects to have the offense considered under Article 15 procedures and the commander ultimately finds that the member committed the offense. The maximum punishment varies depending upon the grade or position of the commander and the grade of the member and is incorporated by reference by inserting the number of the applicable paragraph from the listing of maximum permissible punishments on the re verse side of the AF Form 3070.

3.66.12. The member is notified in Item 4 that he or she has 3 duty days in which to make certain decisions concerning the nonjudicial proceedings. For reserve members served with the AF Form 3070 during a UTA, the member is required to respond with the decisions not later than 1000 of the second day of the first UTA following the UTA, in which the AF Form 3070 was delivered. The commander then dates and signs the AF Form 3070 below Item 4.

3.66.13. The commander may serve the AF Form on the member personally, or he or she may have another person serve the AF Form 3070 on the member. Under either method, the date and time the AF Form 3070 was served on the member is noted on the AF Form 3070 in the box below the commander's name, rank, and organization.

3.66.14. The next step is the member s. The member must decide and record his elections on the AF Form 3070. The member must first indicate whether he or she has or has not consulted legal counsel. Then the member must indicate whether he or she elects to waive the right to trial by court-martial or to continue with Article 15 proceedings by marking the appropriate block in Item 5. If the member elects to continue with Article 15 proceedings, then he or she must also indicate in Item 5 whether he or she desires to make a personal appearance before the commander, whether that personal appearance will be open to the public, and whether a written presentation is attached. Each of these elections should be initialed by the member, and the member then signs in the box below Item 5.

3.66.15. If the member needs more than the time allotted to make the elections, he or she may request an extension, in writing, with appropriate reasons justifying the delay. It is within the commander's discretion to approve or deny this request.

3.66.16. If the member fails to reply within the time allotted, the commander may proceed with the nonjudicial punishment proceedings, noting the member's failure to respond in Item 6 of the AF Form 3070.

3.66.17. Assuming that the member has elected to continue with Article 15 proceedings, the next step is for the commander to consider all of the information previously gathered and the information presented by the member. The commander will consider any written presentation made by the member, and if the member has requested a personal appearance, will consider any matters presented in the personal appearance. The information presented by the member may be in defense, extenuation, or mitigation of the alleged offense.

3.66.18. The personal appearance is a face-to-face presentation to the commander and is not an adversarial hearing. At the personal appearance, the member has the following rights which are also printed on the reverse side of the AF Form 3070.

3.66.18.1. The right to be informed of his or her Article 31 (b) rights.

3.66.18.2. The right to be informed orally or in writing of the evidence against the member relating to the offenses charged.

3.66.18.3. The right to examine any relevant documents or physical item on which the commander intends to rely in deciding whether and in what amount to impose punishment.

3.66.18.4. The right to be accompanied at the personal appearance by a spokesperson provided or arranged for by the member. This spokesperson is usually the Area Defense Counsel, but it may be anyone including a friend or relative.

3.66.18.5. The right to have present relevant witnesses who are available and who can be obtained without a subpoena.

3.66.19. Having received all of the information for consideration, the commander must then decide whether or not the member committed the offense charged. It is important to remember that a member's election to continue with Article 15 proceedings in Item 5 is NOT a guilty plea to the charged offense. Rather, it is an election to have the commander decide guilt or innocence rather than have a court-martial decide guilt or innocence.

3.66.20. If the commander decides that the member did not commit the offense charged he or she marks Item 6b, and signs in the box below Item 6 terminating the Article 15 proceedings. If the commander decides that the member did commit the offense charged but that, because of matters presented in extenuation or mitigation of the offense, nonjudicial punishment is not appropriate, the commander marks and initials Item 6a and signs in the box below Item 6 terminating the Article 15 proceedings. If the commander finds that on the basis of reliable evidence the member did commit one or more of the offenses charged and that punishment is appropriate, the commander marks Item 6c and the punishment is specified in the space provided below Item 6c, and the commander signs the AF Form 3070 below Item 6.

3.66.21 The commander may decide that the member committed some but not all of the offenses charged, in which case the commander will line through and initial the charges that he found not to have been committed. The commander may also find that the member did not commit the offense charged but did commit a lesser included offense, for example wrongful appropriation instead of larceny as charged. In such cases, the commander should consult with the Staff Judge Advocate's Office before changing the offense to a lesser included offense.

3.66.22. The punishment that may be imposed is set forth in the permissible punishments on the reverse side of the AF Form 3070.

3.66.23. Some forms of punishment, such as extra duties, restriction, correctional custody, and forfeitures of pay, present difficulties in execution, particularly when the member is performing inactive duty training (IDT). Therefore, punishment decisions should be coordinated with the Staff Judge Advocate's Office for proper wording and discussion before the punishment is imposed.

3.66.24. If punishment is imposed, the member may appeal the punishment to the next superior commander, and the member is notified of this right in Item 8. The member should make any election to appeal at the time he or she is notified of the punishment by marking and initialing the election in Item 9 and signing below it. If the member appeals, he or she must also indicate whether additional written matters will be submitted, and the member has 3 duty days in which to submit them. For members who are notified of the punishment and elect to appeal during a UTA, the appeal will be submitted no later than 1000 of the first day of the next UTA following the delivery of the punishment notification provided that at least 15 days have elapsed since the punishment was imposed. If 15 days have not elapsed since imposition of punishment, the appeal must be submitted by 1000 of the first day of the second UTA following delivery of the punishment notification. Once the member waives the appeal right, it is forever waived.

3.66.25. Any written matters submitted on appeal are initially given to the commander who imposed punishment, not to the commander who will act on the appeal. The commander who imposed punishment may decide to grant relief in whole or in part even before forwarding the AF Form 3070 to the commander who will consider the appeal. If less than the full relief is granted, the commander who imposed punishment must send the appeal forward to the next superior commander. The appeal when sent forward includes the AF Form 3070, all written material to which the commander referred in imposing punishment, a summary of any personal appearance by the member, any written presentation by the member, and a summary of any other information the commander considered in making his or her decision along with the source. The commander who imposed punishment may add written comments concerning any of the member's contentions in his appeal, and the AF Form 3070 together with the documents is sent through the Staff Judge Advocate's Office where a written response to the matters raised by the member may be added.

3.66.26. The commander considering the appeal reviews the entire nonjudicial punishment proceeding to determine whether the action taken was unjust or the punishment was disproportionate to the offense. There is no right to a personal presentation to the commander considering the appeal. The commander considering the appeal may grant the relief requested in whole or in part, but may not increase the punishment in any way. There is no further appeal from the decision of the commander who considered the appeal. If the appeal is denied, the commander denying the appeal indicates the denial in Item 10 of the AF Form 3070. If the appeal is granted, the action taken by the commander considering the appeal is inserted in Item 10. The commander acting on the appeal signs in the box following Item 10 and re turns the AF Form 3070 to the commander who imposed punishment.

3.66.27. The commander who imposed punishment will mark Item 11 and sign in the box following it to indicate that the AF Form 3070 will not be placed in an Unfavorable Information File (UIF) because UIFs are not maintained on reserve members.

3.66.28. After completing Item 11, the member is informed of the action on the appeal and marks in Item 12 that he or she has been informed that the AF Form 3070 will not be included in a UIF, after which he or she signs in the box to the right of Item 12.

3.66.29. A commander may suspend the execution of all or any part of punishment imposed for a period not to exceed 6 calendar months. If the member completes the probationary period without further misconduct, the punishment is remitted without further action. If the member commits further misconduct, the commander may vacate the suspension, and the punishment is then carried out.

3.66.30. A commander may, at any time before the execution of punishment is complete, mitigate the punishment to change it to punishment that is less severe in quantity or type. Likewise, at any time before punishment is complete, a commander may remit the remaining portion of the punishment, i.e. excuse the offender from the punishment that has not been completed. Finally, a commander may set aside nonjudicial punishment and restore all of the rights, property and privileges taken by the punishment. An action to set aside punishment should only be done where the member who has been punished or is being punished has suffered a "clear injustice," and such an action should be taken within a reasonable time after punishment was imposed, normally four months. Any action to mitigate, remit, or set aside nonjudicial punishment should be closely coordinated with the Staff Judge Advocate's Office.

3.66.31. The completed AF Form 3070 together with all written materials and documents is then forwarded to the Staff Judge Advocate's Office for final legal review recorded in Item 13. A copy of the completed AF Form 3070 is forwarded by the Staff Judge Advocate's Office to MPF and AFO for any necessary actions in reduction in grade or forfeiture of pay.

3.66.32.   HQ AFRES/JAM reviews all actions under Article 15 UCMJ.

3.67. Officer Evaluation System. REF: AFI 36-2402, OPR: MPF, C&A: MPF.

3.67.1. The Officer Evaluation System (OES) is a two part system based exclusively on performance, and plays a large part in determining who should be selected for promotion. Raters have two responsibilities. First, they must let ratees know the standard of performance expected and provide periodic feedback on the ratees success in meeting those standards. Second, they must give fair, accurate, and unbiased evaluations. Performance feedback is conducted within 60 days of an officer original assignment to a job, or within 60 days of a CRO.

3.67.2. The first stage in the OES uses the Performance Feedback Worksheet (PFW). Only the rater and ratee see this form. The rater uses it to set standards and review progress towards meeting those standards. The ratee uses it to evaluate how behavior must be modified to meet the standards. Hold the officer's next session about 180 days after the initial feedback session. Hold an annual session at about the 180 day point in the rating cycle.

3.67.3. The second stage is the Officer Performance Report OPR). Here the rater, additional rater, and a reviewer evaluate the ratee entirely on job performance. The OPR becomes part of the ratee's personnel file. AFI 36-2402, *Officer Evaluation System*, and AFP 36-6, *USAF Officer's Guide to the Officer Evaluation System*, give specifics as to what each evaluation may or may not contain. You will

need to keep a copy of each close at hand when doing your evaluations.

3.68. Officer Professional Military Education (PME). REF: AFI 36-2301, AFMAN 36-8001, OPR: Director of Personnel, C&A: Commander/Supervisor.

3.68.1.   The Air Force perspective on PME is the right PME at the right time. The primary purpose of PME is to train experts in aerospace power and provide an understanding of, and appreciation for, joint service operations.   The basic objective is to enhance the professional military competence of Air Force officers through a program of education designed to broaden perspectives, increase knowledge, and prepare officers to assume higher levels of command, staff, and operational duties and responsibilities. Accordingly, the Air Force Reserve views PME as an integral part of an officer's professional development, and encourages all personnel to take advantage of the available schools.   The current eligibility criteria is Squadron Officer School (SOS), Captain; Air Command and Staff School (ACSC), Major; and Senior Service Schools (SSS), Lt Col and above. Members of the Air Force Reserve have the opportunity to compete to attend all courses in-residence.   There are correspondence programs for SOS, ACSC, and Air War College (AWC).   There is also a seminar program for ACSC and AWC.

3.68.2. Personnel interested in attending any PME school may obtain additional information and current application procedures from their supporting training office.

3.69. Officer Promotions. REF: AFI 36-2504, OPR: MPF, C&A: MPF.

3.69.1. The directive governing officer promotions is AFI 36-2504, *Officer Promotions for Reserve of the Air Force.* Officer promotions are based on eligibility and qualifications. Time in service and time in grade determine eligibility, qualification is determined by performance and evaluation. A commander can enhance the promotional opportunities of subordinates by ensuring they attend appropriate technical schools, encouraging their continued participation in PME and recognizing their achievements with awards and decorations. One of the more difficult decisions for a commander is to determine that a subordinate is performing at a substandard level. It is imperative that the commander counsel the nonperformer and inform the individual of weaknesses. The means to delay a promotion or to remove someone from the recommended list are contained in AFI 36-2504. The following items are primarily reviewed by promotion boards in their selection of captains through colonels:

3.69.1.1. OPRs and Training Reports

3.69.1.2. Officer Selection Brief (OSB)

3.69.1.3. Citations for Decorations

3.69.1.4. A personal letter from the candidate (submission optional).

3.69.1.5. Point History Participation Summary.

3.69.1.6. AF Form 709, **Promotion Recommendation**. This form is used for all Position Vacancy (PV) promotion nominations, and for lieutenant colonel and colonel In-the-Promotion-Zone (IPZ) and Above-the-Promotion-Zone (APZ) selection boards.

3.69.2. Position Vacancy (PV) promotions are detailed in AFI 36-2504.

3.69.3.   AF Form 709, **Promotion Recommendation (PRF)**. Ref AFI 36-2402. This form is used to nominate an officer for Position Vacancy promotion consideration to the grades of captain through lieutenant colonel, and for I/APZ to the grades of lieutenant colonel and colonel. The form provides the promotion board a picture of the senior rater's opinion of the promotion potential for the officer.

3.69.3.1. To further enhance this picture, each senior rater will rank all PRFs marked with a "Definitely Promote" (DP) recommendation for I/APZ promotion boards. For example: 2/5/10. This senior rater has 10 officers of the same grade and competitive category meeting the board. The senior rater is awarding 5 DPs, and ranks this particular officer as number 2 of the 5 DP. The remaining 5 officers receive either "promote" or "Do Not Promote" recommendations, and are not ranked.

3.69.3.2. For the purpose of the PRF, the senior rater, in the Reserve program, is a colonel (or equivalent) in a wing commander (or equivalent) position, as determined by the management level.

3.70.   Official Representation (Contingency) Funds. REF: AFI 65-603, OPR: Commander, C&A: HQ AFRES/PAM, Unit Public Affairs Officer.

3.70.1. Congress makes limited funds available each year for commanders to maintain the standing and prestige of the United States by extending official courtesies to certain officials and dignitaries of the United States and foreign countries.   These funds are among the most carefully controlled and most scrutinized in the entire DOD budget. AFI 65-603, HQ AFRES/CV New Policy on Allocation of FY95 ORF (26 Sep 94) and HQ AFRES/CV Further Clarification of Policy for FY95 ORF (21 Nov 94) explain in detail:

3.70.1.1. who can be entertained,

3.70.1.2. under what circumstances ORFs can be used,

3.70.1.3. why hosting Reserve unit participants and/or their spouses are not eligible to benefit from ORF,

3.70.1.4. how ORF can be used to entertain certain visiting DOD guests and foreign national visitors,

3.70.1.5. required ratios of DOD to non-DOD guests,

3.70.1.6. the documentation required if audited.

3.70.2. No funds may be obligated ("promised") without a request from the Unit Commander to HQ AFRES/PAM. HQ AFRES/PAM receives fiscal year budgets and coordinates unit requests with HQ AFRES/FM.

3.71.   Operations and Maintenance (O&M).   C&A: Staff, Installation Commanders, Base Civil Engineering

3.71.1. Base Civil Engineering (BCE) provides, operates, maintains, and protects the installations, infrastructures, facilities, and environmental actions necessary to support aerospace forces in both training and war. This section outlines the results to be achieved for the BCE Operations Branch.   Commanders are expected to promote the "excellent installations" philosophy. To better support the Air Reserve mission and its people, BCE managers are given the maximum degree of flexibility to achieve the required results. Other mandatory requirements have been minimized to encourage innovation, but at the same time ensuring compliance with other directives and appropriate audit trails.

3.71.2. Our objective is to ensure Air Reserve installations are capable of supporting the mission, and to develop and implement programs to improve the quality of our workplace. The results required of the operations branch to effectively achieve this goal are listed below. The results are purposely very general. It is not feasible to develop one set of specific results which cover every situation, anticipate every problem, and apply to the capabilities and resources of every BCE organization. These results, which BCE organizations must obtain, are divided into four broad categories: Mission Support,   Customer Service, Productivity, and Logistics Support.

3.71.2.1. Mission Support Results. These results ensure our effective and efficient support of the installation mission:

3.71.2.1.1. Perform the operation, maintenance, repair and minor construction of Air force Real Property and Real Property Similar Equipment (RPSE) to accomplish the mission through the most economic means, considering total life-cycle costs and the impact of facilities on the quality of life.

3.71.2.1.2.   Maintain inactive real property at a level appropriate for mission requirements upon activation or in accordance with plans for retention or disposal.

3.71.2.1.3. Use 95 percent of the available in-service direct operations shop work hours (contract work hour equivalents as defined in the applicable Air Force Manpower Standards may also be included for contracted out functions) on maintenance, repair, and recurring work.

3.71.2.1.4.   Provide reliable utilities to satisfy all installation needs without waste.

3.71.2.1.5. Provide essential operating services, i.e., pest control, grass cutting, snow removal, etc.

3.71.2.1.6. Maintain capability to correct any emergency condition 24 hours per day.

3.71.2.1.7.   Develop strategy for including items in a preventive maintenance program based on mission essentiality and cost effectiveness.

3.71.2.1.8.   Perform preventive maintenance to avoid problems before they develop into major failures, requiring more costly correction, or interrupt the mission.

3.71.2.2.   Customer Service.   These results apply to customer satisfaction:

3.71.2.2.1.   Maximize customer service by providing a timely quality product.

3.71.2.2.2. Establish a single point (including personnel, facilities, and equipment) to receive and control customer work requirements and serve as the BCE.

3.71.2.2.3.   Establish mechanisms for the customer to identify and process work requirements for approval or disapproval.

3.71.2.2.4. Minimize paperwork for the customer.

3.71.2.2.5. For approved work requirements, provide the customer with a commitment date to maximize commitments met.

3.71.2.2.6. Control the backlog of approved work based on relative priorities and available resources, to maximize meeting customer commitments and minimize customer waiting time.

3.71.2.3. Productivity. These results apply to the efficient utilization of BCE resources:

3.71.2.3.1. Maximize the production of the in-house work force.

3.71.2.3.2.   Develop an effective mix of in-house and contract (Simplified Acquisition of Base Engineering Requirements - SABER) work accomplishment.

3.71.2.3.3. Develop long-range plans in conjunction with Engineering Environmental Planning personnel for major work requirements (roofing, pavements, protective coating, etc.) to reduce recurring minor maintenance and repair requirements.

3.71.2.3.4. Formally plan work requirements, which are complex, require precautionary measures, and need specialized materials, for balancing workloads and minimizing disruptions to the installation's operation.

3.71.2.3.5. Maintain work force control.

3.71.2.4. Logistics Support. The following results apply to the logistics support necessary to enhance work force productivity.

3.71.2.4.1. Ensure supply discipline and provide resource protection to minimize fraud, waste, and abuse.

3.71.2.4.2. Establish a system to get non-prestocked materials, as quickly as possible (local purchase, IMPAC card, etc.).

3.71.2.5. Mandatory Requirements. The requirements listed below must be followed by all BCE organizations. They have been minimized to provide flexibility to BCE managers. The results listed above and these requirements constitute the compliance items for this section:

3.71.2.5.1. Work classification and project approval levels established in AFI 32-1021, Volume I, *Planning and Programming of Facility Construction Projects*.

3.71.2.5.1.1. Work is supported by appropriate approval documentation or authorized by individuals who have been delegated the appropriate approval authority.

3.71.2.5.1.2. Work is canceled by an individual with the same or higher level of approval authority as the original approval official.

3.71.2.5.1.3. Changes to the original work requirement requires written approval when:

3.71.2.5.1.3.1. The total funded cost exceeds or is likely to exceed, the approval authority of the individual who approved the work.

3.71.2.5.1.3.2. New or additional work which increases the funded cost by 25 percent or more, is necessary.

3.71.2.5.1.3.3. The change affects real property records.

3.71.2.5.1.4. Approval documents for work requirements in excess of the Installation Commander's approval authority or work to be funded by the HQ AFRES are established by AFI 32-1021 series publications and HQ AFRES/CE letter, 4 Dec 92, Delegation of Approval Authority for Facility Construction, Maintenance and Repair.

3.71.2.5.2. Maintain historical and current records of facility work requirements, work approval, and accomplishment documents in accordance with AFMAN 37-123 and AFR 4-20, Vol 2.

3.71.2.5.3. Use the most economical method for supply and equipment support of work requirements to meet mission and customer needs and conduct periodic reviews of methods used to satisfy supply and equipment support.

3.71.2.5.4. Collect costs for all work accomplished, however, the following work must be individually costed:

3.71.2.5.4.1. Work requiring capitalization regardless of the source of funds.

3.71.2.5.4.2. Contract work except for contract maintenance or repair of equipment.

3.71.2.5.4.3. Minor construction (MC) work on leased facilities.

3.71.2.5.4.4. Work done by the engineering and environmental planning function on Military construction Program (MCP) projects when the Air Force is the design agent.

3.71.2.5.4.5. Non-BCE costs in support of MCP projects such as the contracting office.

3.71.3. One of the most important meetings an installation commander can require is a commander's update briefing. This meeting gives commanders a summary of important base civil engineering activities. No standard briefing content and format is applicable to all bases. Each commander's update briefing should be tailored to the mission, command, geographical area and the managerial styles of the wing and base commanders. Selection of the content, format and frequency of this briefing lies with the commanders.

3.72. Overgrade Assignments. REF: AFI 36-2115, OPR: Commander, C&A: MPF.

3.72.1. Officer and enlisted overgrade assignments are not the norm and should be approved only when approval is in the best interest of the USAFR. Commanders must use their best professional judgment when deciding what is in the best interest of the Air Force Reserve. The following should be evaluated as a guide when making overgrade decisions.

3.72.1.1. Are these vacant positions of the same grade and AFSC available?

3.72.1.2. Are there positions of the same grade and AFSC available that are filled at a lower grade?

3.72.1.3. Does the overgrade member have additional AFSCs that would allow for leveling or assignment to a vacant position of the proper grade?

3.72.1.4. Does the unit have positions the member could fill through retraining?

3.72.1.5. Are unit readiness factors involved? Overgrade assignments are appropriate if failure to approve the overgrade would result in loss of the member without replacement or with a replacement whose skill level causes subsequent degradation of "C status."

3.72.1.6. Is the overgrade a revalidation of a previous overgrade? Carefully review the situation or solutions other than continuing the overgrade.

3.72.1.7. Is the overgrade situation the result of a voluntary change of assignment? An overgrade may not be appropriate, AFI 36-2503 (enlisted only).

3.72.2. Unit commanders may approve all one grade overgrade assignments for TSgts. The only documentation required is the signature on the assignment action documentation showing approval of the waiver. Wing commanders may approve:

3.72.2.1. One-grade overgrades for MSgts, SMSgts, CMSgts, and two-grade overgrades for TSgts regardless of the reason for the overgrade.

3.72.2.2. Two-grade overgrades for MSgts, SMSgts, and CMSgts when the condition is caused by a manpower file change except when the file change is initiated by or within the wing.

3.72.2.3. One and two-grade overgrade waivers for Captains and Majors and one-grade waivers for Lt Cols.

3.72.3. Forward waivers for AFRES assigned colonels through channels to AFRES/DPO. HQ USAF/RE reviews and approves waivers on all AFRES general officers and all AFRES colonels occupying general officer positions. AFRES/CV reviews and approves overgrade waivers on all AFRES colonels (ART and non ART).

3.72.4. Overgrade expiration date will be no more than 2 years from the date the overgrade condition originated. Overgrade assignments, to include revalidations, will be justified and documented.

3.72.5. Promotion Enhancement Program (PEP) waivers are automatically approved by the commander approving the promotion. PEP overgrades remain current and valid as long as the promotee remains in the position in which the PEP promotion took place.

3.72.6. Commanders are expected to initiate the necessary personnel action to eliminate an overgrade condition whenever the manning situation changes. Questions on overgrade assignments should be addressed to the local MPF Employment Section.

3.73. Personnel Concept III (PC-III). REF: AFM 30-130, Vol III and Vol VI, OPR: MPF Chief, C&A: Commander, Orderly Personnel, MPF Personnel, Civilian Personnel, Individuals.

3.73.1. PC-III has been designated as the personnel management concept of the 90s. PC-111 uses state-of-the-art computer technology to link orderly rooms, unit work centers, commanders, staff agencies, Military Personnel Flights (MPFs), and servicing civilian personnel offices into a network of personnel management information. It provides commanders and supervisors with real time access to personnel data, along with the capability to perform a myriad of personnel actions. PC-III employs technology that puts hardware and software in work centers where personnel work originates. This type of networking technology allows us to put personnel data where it is needed most.

3.73.2. PC-III does not transfer work from the MPF to the unit. Personnel actions started in the unit before PC-III will continue to start there. However, with PC-III, many actions are finalized by the unit that were previously finalized by the MPF. The roles of the orderly room and MPF change somewhat with PC-III. Now the orderly room actually changes data. Before, they merely submitted paperwork to have the changes made. The MPF is now a manager of data rather than, in all cases, the input source. The MPF is still responsible for all personnel programs and personnel data; however, they will not be responsible for putting all the
data into the system.

3.73.3. PC-III is a total force effort, affecting both the military and civilian forces. It has been designated by the Air Force Vice Chief of Staff as the system used to tie all other systems together. Simply put, PC-III gives you an accurate, accessible, available, and accountable system. It puts personnel data at the fingertips of commanders, orderly room staffs, supervisors, and individuals. It gives commanders and their staffs more control over personnel data, and its accuracy.

3.74. Physical Security Awareness. REF: AFI 31-101/AFRES Sup 1, *Air Force Physical Security Program* and AFH 31-103, *Physical Security*, OPR: Commander, C&A: Supervisor, Security Manager, Co-worker, Individual.

3.74.1. The objective of the Air Force physical security awareness program is to instill in every Air Force member a sense of responsibility for the security of priority resources and to provide training enabling them to react

quickly and correctly to threats directed toward those resources. The program is based on the concept that all members of the Air Force must shoulder their share of security responsibilities along with the security forces. Air Force resources are assigned security priorities based on their politico-military value.

3.74.2. Priority A resources get the largest share of security forces and physical security aids; Priority C the smallest. Since this command presently does not have any resources higher than Priority C, each member working on or around priority resources is tasked with increased security awareness responsibilities, especially during maintenance duty hours. AFRES members working in restricted areas have primary responsibility for security awareness over assigned priority resources and the security forces augment owner unit personnel during normal maintenance duty hours. Owner unit personnel must arrange their work schedules so adequate security surveillance is provided over resources during work breaks as well as lunch periods. The security forces assume full security responsibilities for resources at the end of each maintenance duty day. The transfer of security surveillance responsibility is usually accomplished by Maintenance Control. They notify Central Security Control (CSC) or the Law Enforcement Desk (LED) and all maintenance personnel who must depart the restricted area. MAJCOMs develop broad guidance so a physical security awareness program can be implemented at installation level. Based on the installation program, each commander, through the security manager, designs a program to ensure unit personnel attain the skills they need to apply security techniques pertaining to their particular job or assignment. As a minimum, the program consists of two phases and must be tailored to ensure everyone has a general knowledge of the following:

3.74.2.1. Threat analysis for the local area.

3.74.2.2. Installation security directive (Instruction) and installation security plan.

3.74.2.3. Location of each restricted area and corresponding area code number used on the badge.

3.74.2.4. Name of primary and alternate security manager and normal duty locations/phone numbers.

3.74.2.5. Security reporting and alerting system to include methods of notifying CSC/LED and key phone number.

3.74.2.6. Additionally, each member granted unescorted entry to restricted areas must receive awareness orientation on:

3.74.2.6.1. Entry control procedures.

3.74.2.6.2. Verification procedures to determine "right and need" to be in a restricted area.

3.74.2.6.3. Responsibilities and duties of an escort official.

3.74.2.6.4. Methods used to gain unauthorized entry to a restricted area.

3.74.2.7. Phase I: Orientation Training. This phase is provided as part of the individual's unit inprocessing and is tailored toward security procedures and requirements peculiar to the MAJCOM of assignment, the installation, and the job of each individual.

3.74.2.8. Phase II, Continuation Training. This phase is ongoing and is tailored to the individual job. the frequency may vary depending on the mission and circumstances involved. this phase is designed to keep everyone apprised of threats, security procedures and responsibilities, and mission changes which affect them.

3.75. Procedures and Funds Control at the HQ AFRES Level (FMAP). REF: DFAS DE 170-5, AFI 65-601, OPR: Director, Financial Management and Comptroller, C&A: Financial Analysis Division.

3.75.1. The main function of the Procedures and Funds Control Branch (FMAP) is to develop policies and procedures. FMAP also has the responsibility for formulation and execution of the following appropriations:

3.75.1.1. Appropriation 3080, AF Other Procurement, Fund Code (FC) 17.

3.75.1.2. DOD Appropriation 0350, Reserve Equipment, Defense, FC YR.

3.75.1.3. Appropriation 3730, AFR Military Construction, FC 57.

3.75.1.4. Appropriation 7045, Military Family Housing O&M, FC 83.

3.75.1.5. Appropriation 3400, AF O&M, FC 30 (designated portions).

3.75.1.6. Appropriation 7040, Family Housing Construction, FC 89.

3.75.1.7. DOD Appropriation 0131.0201, RPMDA, FC ZX, FY 3/4.

3.75.1.8. DOD Appropriation 0100.6092, O&M Defense Agencies Relocation Assistance, FC 2T.

3.75.1.9. DOD Appropriation 0100.1102, Legacy Resource Management Program, FC 2M.

3.75.1.10. DOD Appropriation 0103.1102, DOD Base Realignment & Closure Program Part I FC 20.

3.75.1.11.   DOD Appropriation 0510.1102, DOD Base Closure & Realignment Account, Part II, FC 2R.

3.75.1.12.   DOD Appropriation 0510.1632, DOD Base Realignment & Closure Program Part III, FC 5F.

3.75.2. In addition to monitoring these appropriations, the Funds and Procedures Branch has numerous other duties, which include:

3.75.2.1. Providing AFRES budgetary data for inclusion in the president's budget (PB) and addresses program objective memorandum (POM) initiatives to higher authorities.

3.75.2.2. Validating and certifying all POM initiatives and disconnects for the AFRES command.

3.75.2.3. Developing and administering AFRES resource management system (RMS) training program.

3.75.2.4. Providing analytical and cost analysis support to the AFRES commander and staff, as well as providing cost/analytical analysis policy, guidance, and technical assistance to the AFRES staff and subordinate units.

3.75.2.5. Performing economic analyses (EAs), assisting the AFRES staff in completion of their own EAs, and certifying EAs for completeness, accuracy, and validity.

3.75.2.6. Overseeing funds control, i.e., control of all undistributed accounts; document control of all appropriated funding.

3.75.2.7. Managing the following operating budget account codes (OBAN):

3.75.2.7.1. Command reimbursement account.

3.75.2.7.2. Command funded account (for centralized buys).

3.75.2.7.3. HQ USAF/RE.

3.75.2.7.4. HQ AFRES (The HQ AFRES financial analysis officer also services the 952 SPTS, 951 SPTS AFRES Command Support Group, 581 AF Band; 622 CLSS; 622 CES; 94 APS; Det 3, 13 USAFCH; OL EW, 94 CSG (MPF); and the 21 APSS [Located at Patrick AFB]).

3.75.2.8. Coordinating budget automated systems.

3.76. The Program Objective Memorandum "POM".
REF: Plans, Programs, and Budget System (PPBS), Biennial Defense Guidance from the Air Staff, OPR: Director of Plans, C&A: AFRES, ARPC.

3.76.1. Overview of the POM:

3.76.1.1. Each military department and defense agency biennially prepares and submits its POM to the Secretary of Defense (SECDEF). The POM identifies total program requirements for the next six years and includes rationale for planned changes to the Future Years Defense Program (FYDP) baseline. The Office of Secretary of Defense (OSD) provides an initial target at the Total Obligational Authority (TOA) level for each of the six POM years (TOA is the total money the AF will be able to allocate, i.e., plan to spend).   This dollar amount is derived from presidential/OMB decisions about future DOD funding levels. It reflects political realities, economic forecasts, inflation projections, etc.

3.76.1.2. The POM requires nine months of concentrated effort to construct. All MAJCOMs, FOAs, and DRUs through the Director of Plans provide formal inputs to the Air Staff. As such, the POM expresses the Air Force FYDP recommendations to meet the objectives of the Defense Guidance (DG) and the Air Force senior leadership. A key objective of POM development is to provide requisite capabilities and meet critical needs within a balanced program weighed by mission area needs. A large percentage of the program is essentially fixed in the near term.

3.76.1.2.3.   Over 450 program element (PE) monitors provide inputs on over 650 program elements which cover the entire AF program. Special national interest programs undergo additional reviews (selected acquisition reviews [SAR]), which are sent to Congress. In addition, functional staffs and MAJCOMs advocate programs throughout the process, and MAJCOMs review the POM at several points during its development.

3.76.2. POM Development at MAJCOM Level:

3.76.2.1. In the spring of the odd years, the Secretariat/Air Staff provides each MAJCOM Director of Plans with a current, repriced AF baseline and a MAJCOM-specific baseline. The Secretary of the Air Force and the Chief of Staff of the Air Force (SECAF/CSAF) publish AF Program Guidance. Using the President's Budget (PB) submitted to Congress in late January, AF/PE (in coordination with SAF/FM and other functional staffs) will extend the database two years and reprice it using the latest cost factors. The MAJCOM-specific baseline will define which dollars and resources we can program during our POM build. It also forms the basis for computing our portions of an AF bill-to-pay.

3.76.2.2. In addition to the baseline, the Air Staff provides a best-guest top line and any restrictions on POM development, such as force structure of outlay limitations (if necessary). The top line will probably be lower than the baseline, due to requirements exceeding resources. This necessitates prioritizing our programs. Working through the summer, we must decide which programs, including

initiatives, will be unfunded in order to remain under the top line.

3.76.2.3. During the summer, AF/PE will publish POM Preparation Instructions (PPI) outlining in detail the formats for MAJCOM/XP POM presentations. This tells us what information to include in each exhibit and which metrics to use in assessments. In the late summer, the Program Guidance will be updated for the MAJCOMs.

3.76.2.4. In the fall of the odd years, HQ AFRES/XP presents a POM proposal each reporting element presents its POM proposal to HQ USAF by written, oral, and electronic means. The POM submission includes:

3.76.2.4.1. A single prioritized list of all disconnects and initiatives ranked most to least needed/dear.

3.76.2.4.2. A ranked list of offsets (least to most needed/dear) which pays the MAJCOM share of the AF bill and any high priority disconnects and initiatives from the first list.

3.76.2.4.3. Slides which communicate the impact of initiatives, disconnects, and offsets.

3.76.2.4.4. Oral presentations that allow us to present "our side of the story" to the panels and any other interested Air Staff organization.

3.76.3. POM Development at the Air Staff Level:

3.76.3.1. The Air Staff panel structure, in conjunction with other functional staff offices, will review, analyze, and evaluate the MAJCOM inputs. They will also prepare program options to begin presenting to AF senior leadership through the Air Force Group, Board, and Council, in late January of the even years. The months between MAJCOM presentations and senior leadership deliberations are very busy. At a minimum, the players (especially the Panels, AF/PE, and SAF/FM) must adjust for the effects of:

3.76.3.1.1. Amended budget estimate submission (ABES) to OSD in mid-September to mid-October.

3.76.3.1.2. Congressional authorization and appropriation bills in late September (or later).

3.76.3.1.3. OSD budget review/exercise from October through January.

3.77. Programs. REF: AFRESR 27-1, OPR: XP, C&A: AFRES, MAJCOMS.

3.77.1. The Air Force uses the Programs functions of the Plans, Programs, and Budget System (PPBS) to identify how it proposes force structure, units, organizations, and funding required to implement the Plans necessary to support the war-fighting commanders. Commanders at all

levels should be familiar with the process in order to know how the system works so as to better understand how it can impact them individually.

3.77.2. Changes in organizations are implemented by HQ USAF and HQ AFRES. These changes may include unit structures as a result of force structure, force enhancements, consolidations, objective reorganizations, and other programmatic decisions. Command and Control, that is Numbered Air Force, wing and squadron alignments are usually a result of AFRES internal alignments for force structure distribution. Commanders should note that all unit organizational changes must be coordinated with the applicable gaining major command and approved by the Air Staff. The Air Staff has definitive guidelines which must be observed and which may appear to be time consuming but must be followed.

3.77.3. The commanders most visible parts of programming will be those actions that directly impact his organization. Unit activations, conversions, inactivations, equipment, manpower, and missions will usually be preceded by site visits and/or site activation task force teams made up on functional staff members from HQ AFRES, AFRES NAFs, and other organizations as required. Teams will aid in developing taskings, primary responsibilities, and general guidance for the actions required, as well as establishing time lines and combat readiness levels when applicable. These visits are the opportunities afforded the commander to provide inputs to the process as the end customer.

3.77.4. Programs Branch (XPXP):

3.77.4.1. HQ AFRES/XPXP is the office of primary responsibility for Programs and will attempt to answer any question a commander may have concerning any programmatic subject.

3.77.4.2. Programming Plans (PPlans) are published by XPXP to provide written guidance for the attainment of the programmatic action. PPlans are directive upon the AFRES staff, immediate headquarters, and the unit. They are also the authority for other actions that must take place to effect the programmatic action such as reductions in force, hiring authorizations, and ordering readiness spares packages (RSPs).

3.78. Protocol. REF: AFRESR 11-4 and AFRESHOI 11-13, OPR: Commander/Protocol Officer, C&A: Commander/Protocol Officer.

3.78.1. Commanders should consider all 0-7 or above or civilians in the grade of SES or above and those individuals listed in AFR 900-6, *Honors and Ceremonies Accorded Distinguished Persons*, attachment 1 (Table of Honors) as Distinguished Visitors (DVs). When a commander is notified of a DV visit he/she should follow the guidance in AFRESR 11-4 as well as consider the items on the attached

list. Use the Notification of Distinguished Visitors for individuals traveling to HQ AFRES that are 06 or gs/GM-15 and above. FAX to HQ AFRES/CVEP, DSN 497-0019 or Banyan vine to Bert Smith.

3.78.2. When enough time permits, appoint an escort officer or OPR for the visitor. Use a checklist to ensure the DV is afforded all the appropriate amenities, ensure billeting, transportation, meetings, and social functions are planned and taken care of prior to the visit. Determine if during the visit, a car and driver, typist, and/or scribe need to be on standby. At departure ensure a car and driver will be needed to pick up the DV and his/her luggage and take them to the flight line/airport. After departure call the DV's next stop to notify them of an expected arrival.

3.78.3. Refer difficult questions or unique situations about visits through the chain of command.

3.78.4. The following list will provide you with areas to consider throughout the visit.

3.78.4.1. Prior to Visit:
- Notify the command of the impending visit. The Notification of Distinguished Visitor is provided as an example.
- Reserve conference room
- Arrange briefing
- Photographic support
- Security police support
- Appointments to greet officials
- Arrange for official tours
- Check on the status of:
    -- Transportation requirements
    -- Billeting arrangements
    -- Baggage handling
    -- Schedule of events
    -- Inspection of base facilities to be toured
    -- Inspection of staff car
    -- Inspection of DV quarters

3.78.4.2. During Visit Attend To:
- Specific needs of DV
    -- Administrative
    -- Agenda changes
    -- Transportation changes
    -- Free time desires
    -- Rental or government vehicle
- Social functions
    -- Coffee breaks
    -- Luncheon
        --- Guest list
        --- Seating arrangement
        --- Place cards
        --- Seating chart
    -- Dinner
        --- Guest list
        --- Seating arrangements
        --- Place cards
        --- Seating charts
-- Reception
    --- Guest list
    --- Seating arrangements
    --- Place cards
    --- Seating charts
-- Reception
    --- Guest list
    --- Invitations
    --- Name tags
-- Cocktail Party
    --- Guest list
    --- Invitations
    --- Selection of Hors d'oeuvres
    --- Beverage selection

3.78.4.3. Departure:
- Transportation
- Baggage handling
- Notification of departure to next arrival station

3.79. Public Affairs. REF: AFI 35 Series, OPR: Commander C&A: Unit Public Affairs Officer.

3.79.1. Public affairs is the commander's responsibility and is divided into three major areas: internal information, media relations, and community relations. Internal information functions include the unit newspaper or magazine, commander's calls, and support of newcomers orientations. Media and community relations programs encompass orientation flights for civic leader and employer support programs, civic leader tours (point-to-point airlift), base/unit tours, hometown news release program for personnel recognition, as well as public affairs airlift for media representatives. Squadron and flight commanders should also be aware of these areas, especially community relations (employer events and unit tours) and internal information (unit recognition through the newspaper, and commander-to-troops communication through commander's call programs).

3.79.2. Full-time public affairs officers and assistants are authorized for flying wings. A Unit Public Affairs Representative (UPAR) should be assigned as an additional duty in each non-flying group, squadron, and flight. The UPAR works with the wing PA office by furnishing stories about unit activities, news releases on member accomplishments; coordinating/conducting unit tours; and, if available, providing unit story/photo coverage of exercises, field training events, competitions, and deployments, as applicable.

3.79.3. PAMNET (Public Affairs Management Network) is a state-of-the-art telecommunication system directed by HQ AFRES/PA. All AFRES unit public affairs offices are linked to the PAMNET system. Public affairs officers should access their respective PAMNET electronic mail (E-mail) on a frequent basis daily preferred. Besides E-mail, a host of other services are available via PAMNET,

including wire service news, MAJCOM news, commander biographies, employment information, and nationwide US Weather Service forecasts. PAMNET users can easily send messages to unit commanders on the AFRES telecommunication system.

3.79.4. Internet Home Pages. The Air Force Reserve has a "home page" on the Internet at URL address http://www.afres.af.mil and can be accessed from most systems. Within the Reserve system, other directorates have individual pages containing a variety of information. Some pages are restricted by password to authorized personnel. Information placed on Web pages fall into three categories: Public, Internal and Restricted.

3.79.4.1. Public Information. Information that is placed on the Air Force Reserve Web Pages, without any restriction, must be reviewed by public affairs for content as prescribed in security and policy review guidance prior to placement on the server.

3.79.4.2. Internal Information. This type of information is not open to the public, but is of suitable content for military audiences in general without restriction.

3.79.4.3. Restricted Information. Pages on the Air Force Reserve Web server can be restricted by password protection by the information provider to only selected individuals.

3.80.   Reassignments. REF: AFI 36-2115, OPR: Commander, C&A: MPF.

3.80.1. Normally, AFRES unit members are reassigned if member:

3.80.1.1. Is no longer qualified as immediately available for mobilization;

3.80.1.2. Is not able to maintain proficiency due to excessive absences, both excused or unexcused, and retention in the unit program is not in the best interest of the Air Force;

3.80.1.3. Has failed to perform annual training or perform other duty authorized as a substitute;

3.80.1.4. Accumulates more unexcused absences from scheduled training periods than allowed by AFMAN 36-8001, and reassignment is directed for unsatisfactory participation;

3.80.1.5. Is an officer twice deferred for promotion to the grade of captain, major, or lieutenant colonel;

3.80.1.6. Does not satisfy dependent care responsibility requirements;

3.80.1.7. Submits written request to be transferred due to inability to attend required training; has a residence change which precludes satisfactory participation; or is a reserve officer who completed 20 years of active service and is eligible for an active duty retirement;

3.80.1.8. Fails to report for a PALACE FRONT/PALACE CHASE assignment;

3.80.1.9. Fails to obtain current physical, or

3.80.1.10. Has security clearance problems.

3.80.2. Reassignment for cause, such as failure to meet standards or discreditable involvement with civilian law enforcement officials, is inappropriate and normally discharge action should be taken. A unit member who is within 90 days of ETS is not reassigned but retained by the unit and automatically discharged at ETS.

3.80.3. Unit commanders will submit requests for involuntary reassignment through channels to the approval authority. Member will be provided opportunity to submit a written rebuttal and/or statements in their behalf. If reassignment is approved, HQ AFRES/DPMR will update PTI 535 in PDS. Orders will be published by the losing MPF. If unit commander is the approval authority, request is submitted directly to MPF/DPMAR.

3.80.4. Some problems encountered with reassignment requests are:

3.80.4.1. Insufficient documentation.

3.80.4.2. Affected member not notified or provided opportunity to submit a rebuttal, and

3.80.4.3. Reversal of assignment by HQ AFRES/DP when base level action is appealed.

3.80.5. Commanders must review reassignment requests to ensure involuntary discharge action would not be more appropriate. Unit personnel involuntary reassigned to the Standby Reserve are subject to recall and are eligible for future reserve assignments only if approved by HQ AFRES/DP.

3.80.6. Questions regarding reassignment actions should be referred to the local MPF Relocations Section.

3.81.   Religious Accommodation.   OPR: Commander, C&A: Supervisor, Chaplain, Staff Judge Advocate, Social Actions

3.81.1. The Air Force has traditionally placed a high value on the free exercise of the religious beliefs of its members. Commanders are expected to continue to respect the religious beliefs and practices of Air Force members in a manner that is consistent and fair to all. However, respect

for religious beliefs and practices is not intended to infringe upon the commander's authority to promote military readiness, unit cohesion, standards, or discipline. Accommodation of religious practices cannot be guaranteed and must give precedence to military necessity.   In determining whether to grant a request for accommodation of religious practices, the unit commander should consider the following factors along with others deemed appropriate:

3.81.1.1. The importance of military requirements in terms of individual and military readiness, health and safety, discipline, morale, and cohesion.

3.81.1.2. The religious importance of the accommodation to the requester.

3.81.1.3. The cumulative impact of repeated accommodations of a similar nature.

3.81.1.4. Alternative means available to meet the requested accommodation.

3.81.1.5. Previous treatment of the same or similar requests, including treatment of similar requests made for other than religious reasons.

3.81.2. Commanders may refer difficult or unusual questions about requested accommodations through the chain of command. When requests for accommodation are not in the best interest of the unit, and continued conflict between the unit's requirements and the individual's religious practices is apparent, administrative action should be considered. These actions may include, but are not limited to, reassignment, reclassification, or separation.

3.81.3. Commanders should consult DoD Directive 1300.17, Accommodation of Religious Practice Within the Military Services, and the DEOMI Special Topics Pamphlet 95-2, titled "Religious Accommodation in the Military", for further guidance in areas such as worship, dietary practices, immunizations, and dress and appearance.

3.82.   Request for Airlift.   REF: DOD 4515.13R, AFRESR 45-15, AFRESR 55-1, OPR: Commander, C&A: Commander.

3.82.1. DOD 4515.13R (Air Transportation Eligibility) prescribes policies for transportation by DOD-owned and controlled aircraft. AMC is the single manager for airlift services. Airlift is managed IAW MAJCOM directives to meet gaining command training series requirements.

3.82.1.1. Ensure that units are trained, equipped, and provided adequate logistical support to attain and maintain operational readiness according to the applicable gaining command standards.

3.82.1.2. IAW AFRESR 45-15 all deployments must go through the Deployment Review Group (DRG) and be approved by the Deployment Review Board (DRB).

3.82.1.2.1. These boards scrutinize the deployment, prioritize the requirements, and approve the category(ies) of aircraft that will be provided (organic/SAAM/Channel/commercial).

3.82.1.2.2. DRB results are provided to the Airlift Allocations Conference in order to satisfy as many requirements as possible with organic aircraft.

3.82.1.2.3. Airlift is a by product of scheduled training missions.

3.82.2. AMC is the DOD single manager for airlift. By mutual agreement and working policy, all non-AFRES airlift goes through the AMC system. Validating opportune airlift is an AMC responsibility; however, all requests must be approved by the applicable service or agency validator before AMC processing. All opportune airlift is validated IAW DOD 4515.13R and OCONUS requests will not be considered due to potential conflict with the AMC DBOF. This process has been established by experience as the best solution to often complex situations. AFRES organic airlift is provided outside the AMC system but is still governed by DOD 4515.13R.

3.82.3. Priorities are to accomplish flying training requirements and provide AFRES organic airlift support through the allocation process.   This is done by a combination of training, allocated airlift missions and AFRES opportune airlift.

3.82.4. Static displays and flyovers are IAW AFR 60-18 and AFRES/NAF supplements. All counter drug/law enforcement activity must go through HQ AFRES/DOU. DEA requests must be processed through AMC and are not eligible for opportune airlift. AMC's current position is that the DEA has money available and should participate in DBOF.

3.83. Reserve Personnel Procedures, Reserve Training. REF: AFMAN 36-8001, OPR: FM and DP, C&A: FM and DP.

3.83.1. RPA funds pay and allowances, subsistence, gratuities, uniforms, travel, and related expenses for Air Force Reserve personnel. They are intended to support individual readiness or reserve component programs.

3.83.2. RPA is subdivided into two Budget Activities. Budget Activity One (BAI) is used to fund Statutory Entitlement training: Unit Training Assemblies (UTAs), Annual Tours (ATs), Additional Flying Training Periods (AFTPs), and Initial Active Duty Training (IADT). Budget Activity Two (BA2) provides funds for supplemental training to increase mobilization potential and readiness of

reservists: school tours, special tours, full-time active duty training, and bonus and scholarship programs. These funds are used at the commander's discretion. HQ AFRES allocates the annual pay and allowance programs at the beginning of each fiscal year and other funds each quarter. Commanders may update their funds requirements during the unfunded requirements budget cycle in the spring each year.

3.83.3. RPA special tour days are limited to 139 days per fiscal year without a waiver. Unit Financial Analysis offices monitor member's man-days and notify commanders when a waiver is required. Waiver requests are approved by the following:

3.83.3.1. Waiver requests to exceed 139 days, but not to exceed 179 days in a fiscal year, may be approved by Numbered Air Force commanders (NAF/CC). However, at their option, NAF/CCs may delegate this approval authority to wing commanders.

3.83.3.2. Waiver requests to exceed 179 days in a fiscal year are approved by HQ USAF/EP. Once an individual is approved to exceed 179 days, AFRES/CVA may approve additional days over those originally approved by HQ USAF/REP for the fiscal year. Waivers to exceed 179 days will only be considered for very unusual circumstances. Justification must consist of a demonstration of the nonavailability of another qualified individual to support the requirement.

3.83.3.3. The AFRES Assistant Vice Commander approves waiver requests for personnel performing training for 179 days or less when requested by an AFRES staff office for tours at or in support of AFRES.

3.84. Reserve Personnel Appropriation at the HQ AFRES Level (FMAR). REF: AFI 65-601, OPR: Director, Financial Management and Comptroller, C&A: Financial Analysis Division.

3.84.1. The primary tasks of the Reserve Personnel Appropriation (RPA) branch include planning, directing, administering, and establishing operating budget policies and procedures for the (direct and reimbursable) Reserve Personnel Air Force appropriation during the formulation and execution phases of the budget cycle. The RPA branch also forecasts, compiles, and assimilates Financial Plan (FP) estimates; reviews and interprets directives, programming documents, and guidelines issued by higher authority. FMAR also provides AFRES budgetary data for inclusion in the president's budget (PB) and addresses pricing of Program Objective Memorandum (POM) initiatives to higher authorities. In addition, FMAR:

3.84.1.1. Defines and provides functional requirements pertaining to RPA automated systems.

3.84.1.2. Formulates and monitors the execution of the decentralized portion of the RPA; develops and implements procedures for managing and maintaining the pay portion of the RPA.

3.84.1.3. Coordinates AFRES staff review of unit-level FP submissions and coordinates AFRES FP justification for submission to HQ USAF. Prepares FP presentations for review by the command financial committees.

3.84.1.4. Develops unit distribution of approved funding authority for approval by the command financial committees. Issues funding documents and maintains controls throughout the FY. Insures that appropriated funding is not exceeded.

3.84.1.5. Provides technical supervision, advice, and guidance to AFRES staff, unit commanders and financial analysis officers. Ensures proper execution of the budget.

3.84.1.6. Maintains program data required for reprogramming to support expansions, contractions, conversions, or unit recalls. Projects funds to support requirements.

3.85. Reserve Policy, HIV. REF: AFI 36-2115, HQ AFRES/CV policy letter dated 4 Dec 87, Policy on Identification, Surveillance, and Administration of Personnel Infected with Human Immundeficiency Virus (HIV); AFRES/SG letter dated 7 Dec 87, same subject; AFRES/CV policy letter dated 2 Feb 89, same subject and AFI 36-2115. AFRES OPR: Directorate, Health Services; Directorate, Personnel, UNIT OPR: Commander, C&A: Reserve Medical Unit, Reserve MPF.

3.85.1. All commanders should know the specific guidance and procedures for the disposition of HIV infected members. It is in the best interest of the members and the Air Force Reserve for these cases to be processed quickly and with sensitivity. Commanders should be familiar with the procedures established at their base of assignment. Periodic review of procedures with all sections (i.e. medical unit, MPF, etc.) involved at your base is strongly encouraged to ensure complication free processing of these cases.

3.85.2. Air Force policy is not to commission or enlist into the Air Force anyone who tests HIV positive during their accession physical. Active duty and reserve personnel will be tested at the time of their periodic physical examination.

3.85.3. Individuals are not required to request an excused absence provided the AF Form 422, **Physical Profile Serial Report**, is included in the unit participation folder. Member's duty status code should be changed to "14" and deployment availability code to "41."

3.85.4. Members testing HIV positive are reassigned to the Standby Reserve only if they cannot be utilized in the

Selected Reserve in a position which would not require overseas deployment. This determination must be made on a case by case basis by the unit commander. For such retention, the member must be clinically well and be given Deployment Availability Code "41" on AF Form 422.

3.85.5. Medically unfit members are processed for discharge according to AFI 36-3209.

3.85.6. The following guidelines are taken from the 2 Feb 89 AFRES/CV letter. This is only a guide. Commanders must still become familiar with AFRES/CV letter dated 4 Dec 87, AFRES/SG letter dated 7 Dec 87, and AFI 36-2115.

3.85.6.1. The medical unit will formally notify the member's unit commander as soon as possible, but not later than the first scheduled UTA after receipt of a positive HIV antibody test result. The medical unit will notify the wing commander as soon as possible following receipt of test results.

3.85.6.2. The medical unit will notify the HIV antibody positive member to report to the medical unit for counseling at the next UTA, if the test is received earlier than 10 days prior to the next scheduled UTA. Otherwise, the member should be scheduled for counseling NLT the following UTA unless a physician is available sooner. The medical unit will provide the member's unit commander with copies of the written notification(s) to the member. The member's unit commander will ensure the member reports to the medical unit for counseling as scheduled.

3.85.6.3. The unit commander will notify the medical unit and MPF as soon as possible, but NLT the first UTA following initial notification of a positive HIV antibody test with disposition instructions. Member must have already received appropriate medical counseling. Commander will also provide written notification of reassignment action to the member.

3.85.6.4. Upon receipt of disposition instructions from the commander, the medical unit will provide copies of test results, notification letters (if not previously provided), AF Form 422 and counseling documentation for inclusion in the reassignment package. These items should be provided NLT 15 days following receipt of the commander's decision to reassign member.

3.85.6.5. Unit commander will forward completed reassignment package to the MPF not later than 65 workdays following the date of receipt of initial notification of a positive HIV antibody test.

3.85.6.6. If the commander elects to retain a member, the medical unit will advise the member to obtain a medical evaluation within 90 days of initial notification of positive test results. Commanders will reassign members who decline or fail to undergo medical evaluation to the Standby

Reserve using the appropriate medical and administrative procedures for HIV antibody positive members.

3.85.7. Members with a positive HIV antibody test will continue to be offered the opportunity to submit a second sample. If the individual declines the offer, processing will continue immediately. If the individual desires the second sample, the sample will be taken immediately and sent for testing. If the second test is positive, processing will then commence immediately.

3.85.8. Reassignment of positive HIV antibody members to the Standby Reserve for reasons such as job/school conflict or as a volunteer is not acceptable. The HIV assignment procedures and the requirement to forward all assignment actions for HIV antibody positive members through personnel channels will not be bypassed. MPFs will ensure assignment packages are administratively complete and processing delays justified by the source of the delay prior to the package being forwarded through channels to HQ AFRES/DPMR.

3.85.9. The legal and social implications involved with HIV testing and current publicity being generated on the issue of Acquired Immune Deficiency Syndrome demand a sensitive and thorough approach over and above that required of other administrative or medical procedures. Thus, the NAF and wing commanders are to ensure that HIV antibody positive members are addressed in a timely and professional manner.

3.86. Reservist Job Rights. REF: Title 38, United States Code, Chapter 43, Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA), OPR: Commander, C&A: Supervisor, Staff Judge Advocate

3.86.1. Many companies have established policies that fully recognize the rights of their employees to participate in the reserves. However, not all companies, and certainly not all supervisors, are knowledgeable of the laws that govern these rights. Title 38, Chapter 43 of the U.S. Code gives reservists the right to attend both inactive duty training and active duty training as scheduled by the reserves. The individual reservist is obligated to request a leave of absence for each period of training. The same section of the code provides reemployment rights for reservists called to active duty. The Staff Judge Advocate (SJA) is prepared to assist members who experience problems with their employers, if the problems relate exclusively to reserve participation.

3.86.2. The National Committee for Employer Support of the Guard and Reserve and the Department of Labor Veterans Employment and Training Service each have a pamphlet on job rights for reservists and national guard members.

3.86.3. As a commander, you have the moral, but not legal, obligation to be somewhat flexible in scheduling training.

At times you may need to reschedule a member's training to meet the employer's needs; and at other times, you will have to diplomatically explain to an employer why employees must participate at a specified time. Your ability to determine in which situations employer's needs take precedence over Air Force Reserve needs will keep the SJA out of the picture.

3.87.   Resource Management Composition and Responsibilities. REF: AFI 65-105, OPR: Commander, C&A: Financial Analysis Officer/Comptroller.

3.87.1. Resource Management encompasses the following positions:

3.87.1.1. Commander

3.87.1.2. Comptroller/Financial Analysis Officer

3.87.1.3. Responsibility Center Manager (RCM)

3.87.1.4. Resource Advisor (RA) (Primary and Alternate)

3.87.1.5. Cost Center Manager (CCM)

3.87.2.   Duties and responsibilities are delineated as follows:

3.87.2.1. The commander is responsible for effective, efficient mission support by prudent application of available resources.

3.87.2.2. The comptroller/financial analysis officer:

3.87.2.2.1. Serves as principle advisor to the commander and staff for all matters relating to finance.

3.87.2.2.2. Is responsible for resource management system (RMS) training.

3.87.2.2.3.   Serves as project officer for fiscal year closeout.

3.87.2.2.4. Augments HQ AFRES/FMA FP "call" with unique local instructions (the financial analysis officer for the HQ AFRES account [OBAN 95] performs the same tasks as a field level financial analysis officer, e.g., adapting the FP "call" to unique situations).

3.87.2.2.5. Assists RCMs and Resource Advisors (RAs) in preparation of fin plans, projecting quarterly requirements, interpreting guidelines and reports, etc.

3.87.2.2.6. Guides and directs FP justifications.

3.87.2.2.7. Consolidates FP for submissions to higher headquarters.

3.87.2.2.8. Monitors the execution of the FP.

3.87.2.3. The RCM:

3.87.2.3.1.   Oversees the activities of subordinate organizations.

3.87.2.3.2. Reviews and approves requirements for those organizations.

3.87.2.3.3. Justifies and defends requirements as necessary to higher authority (commander, financial committees).

3.87.2.3.4. Appoints RA(s).

3.87.2.3.5. Complies with AFR 177-16.

3.87.2.4. The RA:

3.87.2.4.1. Is primary point of contact for the financial analysis office for all matters pertaining to financial management.

3.87.2.4.2. Must have a thorough working knowledge of his/her organization and its mission needs.

3.87.2.4.3. Must have a thorough understanding of various financial reports, including products produced by the supply system.

3.87.2.4.4.   Should be able to deal successfully with personnel in subordinate, lateral and higher organizations.

3.87.2.4.5. Must understand and comply with AFR 177-16.

3.87.2.5. The CCM:

3.87.2.5.1. Daily regulates the consumption of man-hours, supplies, equipment, and services.

3.87.2.5.2.   Provides the "core" knowledge of the organization's resource requirements. Some examples of CCMs are a branch chief (avionics, munitions, etc) in aircraft maintenance or a branch chief in a division at HQ level.

3.87.2.5.3. Must understand and comply with AFR 177-16.

3.88. Resource Protection. REF: AFR 125-37 (AFI 31-209/AFPAM 31-223V1), OPR: Commander, C&A: All persons in the Air Force, military and civilian.

3.88.1. The resources protection program provides policy, procedures, and standards for protecting Air Force installations and all Air Force resources, except those operational assets protected under 207(31) series directives (The Air Force Physical Security Program). The program establishes standards and guidance for protecting conventional arms, ammunition, and explosives, mission support aircraft, funds, medical facilities, terrestrial reactors, and communications resources. It provides

limitations and restrictions on the transport and storage of government property (pilferage control), privately owned firearms, and entrance to designated controlled areas. It applies to all Air Force members, military and civilian, and all organizations at all levels of command including Air National Guard and US Air Force Reserve units and members. It also applies to non-Air Force activities tenants on Air Force installations, except where otherwise specified in interservice support or other written agreements. Unit commanders:

3.88.1.1. Are responsible for protecting property and work areas within their command.

3.88.1.2. Are specifically charged with managing property under their command. These responsibilities include safeguarding property, educating and motivating subordinates, and taking immediate administrative or disciplinary actions if evidence exists that persons are not adequately performing their property management responsibilities.

3.88.1.3. Are responsible for promptly investigating incidents of resource mismanagement (including loss, theft, or damage; and fraud, waste, and abuse) according to AFIs 190-301 and 31-206.

3.88.1.4. Must identify essential mission resources, property highly susceptible to theft, and other property which is sensitive in nature. Once identified, commanders must establish and maintain proper protection standards and procedures. Develop protection standards and procedures according to AFR 125-37 (AFI 31-209) and other functional area directives. Unit resource protection plans, regulations, and operating instructions must be coordinated with the installation chief of security police. Each installation security police unit has at least one person assigned to oversee, coordinate, and provide guidance to unit resource protection monitors.

3.88.1.5. Must take corrective action, to include allocating necessary resources or submitting requests for deviation, if resource protection deficiencies are identified.

3.88.1.6. Must support the installation commander in fulfilling installation-wide resource protection responsibilities.

3.88.1.7. Must write procedures within their units for controlling and safeguarding unit resources.

3.88.1.8. Designate a resource protection monitor to act as the unit's focal point for resource protection and crime prevention actions.

3.89. Requirements Division. REF: DODI 5000-2A/AF Sup 1, AFR 65-601, OPR: Commander, C&A: Financial Management Analysis Officer, Supply HQ AFRES/XPR.

3.89.1. The Requirements Division (XPR) is comprised of two branches, Acquisitions & Program Control (XPRA) and Operational Requirements (XPRO). XPRA has program responsibility for acquisition of new aircraft, miscellaneous equipment, and is responsible for monitoring the execution of funded acquisition, modification, and miscellaneous equipment programs as well as documenting requirements for presentation to the Requirements Review Board (RRB). XPRO has program responsibility for all AFRES funded aircraft modification programs and seeks sources of funding for unfunded programs. As the AFRES focal point for Mission Need Statements (MNS) and Operational Requirements Documents (ORD), XPRO representatives attend various lead command RRBs ensuring AFRES requirements are identified and defended.

3.89.2. The Reserve Equipment Appropriation (0350) is the source of funding for AFRES funded modifications, acquisitions, and miscellaneous equipment (items over $100,000). This appropriation is not programmed or budgeted for. It is a special Congressional appropriation which has been funded from year to year since 1983. Examples of items purchased with this appropriation include C-130H aircraft, HH/MH-60G helicopters, Airlift Defensive Systems (ADS), 220E engines for F-16s, C-5 simulator, vehicles, storage containers, Enhanced Station Keeping Equipment (ESKE), etc. Most of these items should have been Air Force funded, however, fell below the AF funding line. Therefore, Congress appropriated funding directly to the reserve to satisfy these equipment requirements. Since FY93 funding did not include any miscellaneous equipment funds and with force structure and budget cuts, the future of this appropriation is questionable. Lack of funding, however, does not dictate the validity of a requirement. We will continue to have requirements which will have to be prioritized due to funding constraints.

3.89.3. Items under $100,000 are normally satisfied through a requisition to supply while investment-type items (Budget Code Z, costing more than $100,000) are budgeted for during the annual budget call for appropriation 3080 requirements. Centrally procured equipment listed in a Table of Allowance (TA) is requested by submitting an AF Form 601, **Equipment Action Request**, through supply. Aircraft modifications are initiated through the processes described in DODI 5000.2. AFRES 0350 funds may be used to satisfy requirements that can't be funded from any other source. To be considered for funding, your requirement must be submitted through normal functional channels to Headquarters Air Force Reserve. It is extremely important that you keep your HQ counterpart advised of your 0350 requirements. Their lack of knowledge of your requirement can cause an item to not be approved, placed lower on the priority list, or put on hold pending additional information. Program ahead, especially for new or replacement investment equipment. Watch for the annual budget call for the 3080 appropriation and submit known requirements. Requirements can be determined by looking at the life expectancy of investment

equipment, and programmed for replacement several years before the item is expected to be worn out. Out-of-cycle requirements can be submitted through the appropriate functional area at any time.

3.90.   ROPMA (The Reserve Officer Personnel Management Act). REF: Public Law 103-337, 5 Oct 94 C&A: DPM OPR: DPYX.

3.90.1. The Reserve Officer Personnel Management Act was signed Oct 5, 1994, and personnel provisions go into effect Oct 1, 1996. It will fundamentally change the way Reserve officer careers are managed. Following is a snapshot of some of the major changes of ROPMA.

3.90.2. Establishes Reserve Active Status List (RASL).

3.90.2.1. Mirrors the Active Duty List (ADL).

3.90.2.2. Positions will be determined by: Grade and Date of rank.

3.90.2.3. The officer must be on the RASL and/or ADL at least one year to be eligible for promotion consideration.

3.90.2.4. Reserve promotion may be carried across to the ADL (when recalled to active duty).

3.90.3. Other provisions:

3.90.3.1. Other key changes include eliminating time-in-service requirements, promoting the "best qualified" from among the "fully qualified" and allowing reservists to request delaying promotions for up to three years.

3.90.3.2. The "best qualified" standard means the Reserve will set a promotion quota by competitive category and grade. For example, if the Reserve sets a quota of 900 majors in the "Line of Air Force" category, only 900 captains would advance to major in that category. Under current law, everyone who is eligible and found fully qualified could be promoted.

3.90.3.3. Unit vacancy promotions will continue under ROPMA. To receive a unit vacancy promotion, officers still must be recommended by their commander, meet special unit vacancy requirements for consideration, and be selected by a promotion board before they could advance in rank.

3.90.3.4. The new law provides for "hip pocket" promotions for up to three years. That means reservists can apply to voluntarily delay accepting their promotion until they can find a position in their new grade. (Applications for delaying promotions are not automatic and must be approved through channels.) If the reservist cannot locate a job in the Selected Reserve, they will be assigned to the Individual Ready Reserve. Declination of the promotion after the period in which the promotion was delayed is the same as being passed over. Two pass-overs for officers seeking promotion to lieutenant colonel or below may be discharged unless they are within sanctuary or selectively continued.

3.90.3.5. The act also clamps down on last-minute promotions just before retirement. Lieutenant colonels and above will have to serve three years in that rank in an active status to voluntarily retire at that grade. If their retirement is mandatory due to a mandatory provision of law such as age or years of service, they would have to be promoted six months or more before retirement to retire at the higher rank. Majors and below must serve in that rank in an active status for six months to retire at that grade.

3.90.4. More Provisions:

3.90.4.1. Authorizes and requires board action for continuation or early removal.

3.90.4.2. Directs appointment of commissioned grades at lieutenant colonel and below be made by the president.

3.90.4.3. Appointments to colonel and above continue to be made by the president, by and with the advice and consent of the Senate.

3.90.4.4. Permanently deletes inclusion of constructive credit on the mandatory separation date (MSD).

3.90.4.5. Establishes minimum and maximum promotion eligibility time in grade requirements.

3.90.4.5.1. New time in Grade (TIG) Requirements Under ROPMA. *The Secretary of the Air Force will determine the maximum time in grade requirements for these ranks.

3.90.4.5.1.1. Promotion to: 1st Lt; Minimum: 18 months; Maximum: TBD*.

3.90.4.5.1.2. Promotion to: Captain; Minimum: 2 years; Maximum: 5 years.

3.90.4.5.1.3. Promotion to: Major; Minimum: 3 years; Maximum: 7 years.

3.90.4.5.1.4. Promotion to: LtCol; Minimum: 3 years; Maximum: 7 years.

3.90.4.5.1.5. Promotion to: Colonel; Minimum: 3 years; Maximum: TBD*.

3.91. The Role of the Comptroller at Unit Level (FM). REF: AFI 65-101, OPR: Comptroller/Financial Analysis Officer, C&A: Comptroller/Financial Analysis Officer.

3.91.1. The comptroller is the commander's primary financial advisor and functions as a financial consultant who is available to both the commander and his staff. The

comptroller looks ahead to help avoid financial problems and keeps the commander apprised of comptroller-related issues and guidance from higher headquarters that affect AFRES command and the unit. The comptroller and his/her staff will answer resource questions, offer advice, and help the commander and the staff solve resource related problems.

3.91.2. The answers will not always involve money. Often the recommendations may suggest how to better manage existing resources.

3.91.3. Internally, the comptroller makes sure quality assurance and internal controls are a high priority. A good comptroller organization must have a strong quality assurance and internal control program.

3.91.4. From an external perspective, the comptroller's primary emphasis is customer service. He works hard to make sure the services provided to the commander and all his personnel are timely, accurate, and top-notch.

3.91.5. At tenant locations, the financial analysis officer is fulfilling this role.

3.92.   The Role of Financial Analysis at Unit Level (FMA). REF: AFI 65-601, OPR: Comptroller/Financial Analysis Officer C&A: Comptroller/Financial Analysis Officer.

3.92.1. The financial analysis officer helps the commander and his staff perform their financial management responsibilities. Financial analysis maintains and interprets financial policies, develops FP estimates and justifications, and helps manage the total appropriated funding the unit receives.

3.92.2. The budget cycle has three stages:

3.92.2.1. Formulation.

3.92.2.2. Review and enactment.

3.92.2.3. Execution.

3.92.3. The period of time between the beginning of the formulation stage and the end of the execution stage is approximately thirty-seven months. Because of the extended period of time involved, three separate budget cycles can run concurrently during portions of a FY.

3.92.4. The budget process is centered around responsibility center managers (RCMs), at headquarters level and at field level. RCMs are encouraged to help build, defend, and execute budgets. Since financial management expertise varies greatly within different organizations, our financial analysis personnel at all levels assist RCMs to ensure sound budget concepts, policies, techniques and procedures are used.

3.93.   Safeguarding NATO Classified Information. REF: DoDD 5100.55, United States Authority for North Atlantic Treaty Organization Affairs, and AFI 31-401/AFRES Sup 1, *Managing the Information Security Program*, OPR: Commander, C&A: Commander

3.93.1. NATO is a sensitive type of information and access must be limited to the minimum number of persons who need it to do their assigned job. Individuals granted NATO access must have a final US security clearance equal to the level of NATO classified information to which access is being granted. Access granting authorities record access authorization on AF Form 2583, **Request for Personnel Security Action**. NATO material can be disclosed only to personnel authorized such access. Holders of NATO material are responsible for determining if individuals requiring access have been properly briefed into the NATO program.

3.93.2. Types and Classification of NATO Information. The word "NATO" is a marking which signifies the information:

3.93.2.1. Is the property of NATO and may not be passed outside of the NATO organization except by the originator or with the originator's consent.

3.93.2.2. Is subject to the security protection set forth in NATO security instructions. NATO information is classified top secret, secret, confidential, or restricted. The definitions of the first three classification levels are similar to those of US classifications found in DOD 5200.1-R. Restricted is a security classification applied by only NATO to information and material that requires a degree of protection, similar to that for confidential.

3.93.3. Requirements already specified for US classified information apply to NATO material. There are additional requirements for NATO to ensure that people do not gain unauthorized access to it. AFI 31-401/AFRES Sup 1 provides detailed information on program administration and oversight.

3.94. Safety. REF: AFI 91 Series, OPR: Base or Wing Safety Officer, Commander, C&A: Base Civil Engineer, Fire Department, Military Public Health Office.

3.94.1. The Air Force mission is paramount. We are constantly being asked to maintain our combat capability with fewer resources. Every reasonable effort must be made to preserve our people and equipment. The basic goal of the Air Force Mishap Prevention Program is to provide a systematic approach to help you preserve these assets. It is you, the commander, who makes the program work.

3.94.2. Historically, even during war, we have lost many more assets to mishaps than to combat. To simply say "think safety" is about as useful as saying to a pilot attacking a surface to air missile (SAM) site to "think

tactically". Just as a trained weapons and tactics officer would be called upon to plan the aforementioned attack on the SAM site, a trained safety officer needs to be employed to help you with mishap prevention. Repeated unnecessary exposure to a known avoidable risk is unconscionable and will eventually result in a mishap.

3.94.3. Trained safety officers are available to insure the Air Force Mishap Program includes your organization. The Wing commander employs trained flight, ground, and weapons safety officers who can provide you valuable insight into what has historically caused losses in your assigned mission area. He/she will either provide you direct support or train your additional duty safety officer to manage your program.

3.94.4. While some units may need a specialized weapons or flight safety program, all units must have a strong ground safety program. Employ energetic additional duty safety officers. They are your eyes and ears. They post your required safety bulletin boards with information everyone can use and provide information to you. It is up to you to incorporate safety information training into your supervisory operations and briefings.

3.94.5. In 1943 we lost 5,200 people and 20,000 aircraft in training mishaps. We lost only 3,200 aircrew to enemy actions! Remember, we can't even have combat losses, much less win a war, with no assets with which to fight!

3.95. Sanctuary Zone Monitoring. REF: Title 10, United States Code, OPR: Commander, C&A: Supervisor, MPF, Ops Office, Training Schedulers

3.95.1. Title 10, United States Code, Section 1163d, provides that a member of a reserve component who is on active duty (other than for training) and is within two years of becoming eligible for retired pay based on active service may not be involuntarily released from that duty unless his release is approved by the Secretary of the Air Force. We have submitted proposed legislation which would require the individual to be serving on a tour of 181 days or more to be eligible for protection offered by the sanctuary zone.

3.95.2. AFRES/CC has established policy that no one will be allowed to perform active duty (other than for training) without prior approval if that training would result in entry into the sanctuary zone and subsequent retention on active duty until reaching retirement eligibility. All requests for exception to policy must be forwarded, through channels, to HQ AFRES prior to start of the projected active duty tour.

3.95.3. HQ AFRES/DPYP periodically provides each MPF Chief a roster of those personnel who have accumulated between 17 years and 18 years worth of active duty points. Those rosters are furnished to commanders who must monitor the active duty performed by individuals concerned

to ensure they are not placed on a tour which would necessitate their retention on active duty.

3.95.4. The types of tours which must be closely monitored are generally described as active duty support and consist of all Military Personnel Appropriations (MPA) man-days and certain Reserve Personnel Appropriations (RPA) man-days. Commanders or designated representatives must determine the appropriate Training Category Code (TCC) and ensure proper code is placed in the orders.

3.96. Security:

3.96.1. Information Security. REF: DOD 5200.1-R, Information Security Program Regulation AFPD 31-4, *Information Security*, AFI 31-401/AFRES Sup 1, *Managing the Information Security Program* and AFH 31-301, *Managing the Information Security Program*, OPR: Commander, C&A: Commander.

3.96.1.1. The thrust for this program is based on a presumption the United States must protect itself against hostile, destructive, or subversive action. To do this, certain official information affecting the national security must be protected to keep unauthorized persons or agencies from obtaining it. At the same time, US citizens must be kept informed of the activities of their government. Therefore, information may be withheld when necessary in the interest of national security, but it must be declassified as soon as that protection is no longer warranted.

3.96.1.2. The constitution and laws of the United States give the President the authority to determine how information concerning national defense and foreign relations will be protected against unauthorized disclosure. Presidential Executive Order 12958 provides a uniform system for classifying, declassifying, and safeguarding national security information. Formal changes to references cited above implement the President's order and outlines specific procedures and guidance.

3.96.1.3. The installation chief of security police is the information security program manager (ISPM) and is responsible for managing the functions of the information security program. To assist him/her in managing the information security program, he/she normally has an information security specialist assigned. This person performs all related services on behalf of the ISPM. Just as the ISPM cannot manage the program alone, unit commanders also need help to ensure their day-to-day security practices are consistent with established security requirements. Appointed security managers are tasked to implement all aspects of the Information Security Program within his/her unit. This individual is your most important contact.

3.96.1.4. Assisting the security manager in the varied responsibilities are the alternate security managers and unit supervisors. These people are responsible for office

security practices and are usually your nearest contact concerning security matters.   One of the biggest responsibilities of the security manager is to assure an active and ongoing security education program.   The ultimate goal in a security education program is to help everyone understand their security responsibilities so they can better perform their duties. Everyone needs some degree of security education. The amount or degree will vary depending on your involvement with classified material.

3.96.2.   Personnel Security.   REF: DOD 5200.2-R, Personnel Security Program, AFPD 31-5, *Investigations, Clearances, and Access Requirements*, AFI 31-501/AFRES Sup 1, USAF *Personnel Security Program Management* and AFH 31-502, *USAF Personnel Security Program*, OPR: Commander, C&A: Commander.

3.96.2.1.   The Personnel Security Program involves determining the trustworthiness of individuals before they are granted access to classified information or assigned to sensitive duties.   Once personnel security clearance eligibility has been favorably determined, the individual must be the subject of continuing assessment for any indications his or her trustworthiness has become suspect. Personnel security clearances are documented within the Air Force on the Automated Security Clearance Approval System (ASCAS) management roster which is managed by HQ 497 IG/INSA. Installation security police and unit security managers keep a listing of all cleared personnel on the installation or assigned to the unit. Supervisors must report any unusual or suspicious behavior of their cleared personnel immediately to their unit security manager, commander, or the base security police.

3.96.2.2. Personnel Security Policy. The Secretary of the Air Force is the sole authority for determining security clearance eligibility for all Air Force active-duty, reserve component, and civilian employees. He has delegated this authority to HQ 497 IG/INSA. HQ 497 IG/INSA is the only agency which can grant, deny, or revoke a security clearance. However, any commander can withdraw an individual's access to classified information or unescorted entry to restricted areas when there is doubt concerning the individual's continued eligibility.   This is a local administrative action (it is not a disciplinary action) and the commander is obligated to remove a person's access to classified information or unescorted entry to restricted areas if an individual is a probable security risk.

3.96.2.3. Personnel Security Investigations. The Defense Investigative Service (DIS) and the Office of Personnel Management (OPM) conduct personnel security investigations. The investigation process is one step in determining a person's trustworthiness and suitability for security clearance eligibility, entry, and retention into the Air Force, or continued employment.

3.96.2.4.   There are several types of investigations conducted, and each is based on a particular requirement. The most common investigations are Entrance National Agency Check (ENTNAC), National Agency Check (NAC), National Agency Check with Written Inquiry (NACI), and Single Scope Background Investigations (SSBI).   In most cases, the servicing security police authorized requester sends investigation requests to DIS for military personnel and the civilian personnel office sends NACI requests to OPM for civilian employees. Additionally, certain categories of duties, clearances, and accesses, require the conduct of a Periodic Reinvestigation (PR).

3.96.2.5. There are two important points to remember:

3.96.2.5.1.   First,   commanders   are   responsible   for determining whether or not their people need a specific personnel security investigation.   Never submit an investigation request based on personal desires.

3.96.2.5.2.   Secondly, proper advance planning for assigning personnel to positions will minimize the need for interim measures. All this means is submit the request for investigation as soon as you become aware of the need.

3.96.2.6. Unit commanders, normally through unit security managers, are responsible for identifying and reporting discrepancies in ASCAS data on personnel under their command and control.   They must notify the base authorized requester of personnel security investigations of problems or inaccuracies in ASCAS data.   Unit commanders must ensure personal identification data (PID), such as an individual's name, date of birth, place of birth, SSAN, security access requirement (SAR) code, is correctly entered into the PDS. They must advise personnel officials of any problems or inaccuracies in the PID of assigned personnel to allow correction by MPF or CCPO officials.

3.96.2.7. Continuing Evaluation. The granting of security clearance eligibility provides reasonable assurance that the individual, at that point in time, is trustworthy; however, it is not an absolute guarantee of trustworthiness. In addition, it is certainly not a guarantee that the individual will always remain trustworthy.   Consequently, a program to continuously assess that trustworthiness is required.

3.96.2.8. The Air Force Continuing Evaluation Program is designed to ensure close coordination between security police, personnel officials, medical, legal, and supervisory personnel so all pertinent information available is considered in the personnel security process.   Any information that indicates a person's access to classified material may not be in the best interest of national security must be evaluated, and when appropriate, the person's access suspended once a Special Security File (SSF) is established.

3.96.2.9.   Special Security File.   A SSF is a file of information that tends to show that granting security clearance eligibility to an individual or continuing an individual's existing security clearance eligibility may not be consistent with the requirements or interests of national security.   It is a repository for information or allegations which must be resolved by further investigative, administrative, or adjudicative actions.   SSFs are usually established locally; however, some are established by HQ 497 IG/INSA.   SSFs may be established as the direct result of a personnel security investigation or may be based upon unfavorable information concerning an individual's activities, conduct or behavior, or failure to comply with security requirements.

3.96.3.   Industrial Security.   REF: DoD 5200.22M, *National Industrial Security Program Operating Manual (NISPOM)*; *National Industrial Security Program Operating Manual Supplement (NISPOMSUP)*; AFPD 31-6, *Industrial Security*; AFI 31-601/AFRES Sup 1, *Industrial Security Program Management*; and AFH 31-6011, *USAF Industrial Security Program*, OPR: Commander, C&A: Commander, Security Police, Procurement/Contracting, and Civil Engineers.

3.96.3.1.   Some Air Force contracts require access to classified information; therefore, falling under the Industrial Security Program.

3.96.3.2.   The Air Force must provide guidance to contractors on how to mark, transmit, and safeguard this information. Classified information will not be provided to industry except as permitted by governing directives.

3.96.3.3   Security classification guidance and protection requirements for classified material are included in Air Force contracts requiring access to classified information.

3.96.3.4.   System program managers and contracting officers are required to coordinate and plan for security requirements associated with classified contracts.

3.96.3.5.   Installation commanders decide whether or not to clear on-base contractor operations or operate under the visitor group concept, depending on the type and scope of the contract, document the decisions, and ensure necessary oversight is accomplished.

3.96.3.6.   Security Police (ISPM) at installation level manage industrial security program implementation for the commander and provide oversight.

3.97.   Searches and Seizures/Inspections. REF: AFM 111-1, *Military Rules of Evidence*, 311-317, Fourth Amendment, OPR: Commander, C&A: Staff Judge Advocate, Security Police.

3.97.1.   Commanders of all Air Force units have the authority to search and order searches of persons and areas they control if they have probable cause to believe the search will uncover evidence of a criminal offense. Generally, these issues should be referred to the installation commander, who has the authority to authorize a search anywhere on base.   An ART commander, as an officer of the United States, has search authorization power, even in civilian status.

3.97.2. Commanders can also order an "inspection," which has the primary purpose of determining and ensuring the security, military fitness or good order and discipline of the command.   An inspection is not a search within the meaning of the Fourth Amendment.   If contraband or evidence of a crime is discovered during a proper inspection, it may be lawfully seized and used in a disciplinary proceeding. Generally, inspections must not be for the purpose of obtaining evidence and must be done in a reasonable manner.

3.97.3.   The key in authorizing a search is for the commander to remain impartial and act as a magistrate rather than as a law enforcement officer.   A commander should not authorize a search if he or she is personally involved in the investigation of an individual. The phrase "probable cause" means there is reasonable belief that the person, property or evidence sought is located on the person or in the pace to be searched.   While search authorizations do not have to be supported by oath, sworn statements are preferred.

3.97.4. Some searches do not require probable cause if they are "reasonable" within the meaning of the Fourth Amendment.   These searches include: (1) entry or exit from U.S. installations to ensure security, military fitness and good order and discipline of the command; (2) when the person to be searched gives a voluntary consent; (3) incident to a lawful apprehension; and (4) incident to a lawful stop. Check with your SJA or AFRES/JA in each case.

3.98.   Senior Enlisted Advisor. REF: AFI 35-209, OPR: AFRES/CCC, C&A: Commanders.

3.98.1.   Senior Enlisted Advisor Responsibilities.   The Senior Enlisted Advisor is selected to advise the commander and the staff on matters of enlisted health, welfare and morale, and how enlisted personnel are used in their assignments within the organization.   CCC is the standard functional address symbol for senior enlisted advisor. Positions or titles such as Sergeant Major, Junior Enlisted Advisor, Enlisted Coordinator, Chief Enlisted Manager (CEM), or Airman Advisor are not authorized with any CEM or Air Force Specialty Code (AFSC) since they detract from the official CMS title.

3.98.2.   Duties and Responsibilities:

3.98.2.1.   Maintains liaison between the commander and the enlisted force.

3.98.2.2. Frequently communicates, formally and informally, with key staff members and enlisted personnel.

3.98.2.3. Ensures that the commander's policies are known and understood by the enlisted force and assesses the degree of understanding of these policies.

3.98.2.4. Advises the commander on problems, concerns, morale, and attitudes of the enlisted force.

3.98.2.5. Establishes rapport with reserve commanders and first sergeants.

3.98.2.6. Assesses factors impacting on the morale and well-being of the enlisted force, advises the commander of these assessments, and makes appropriate recommendations.

3.98.2.7. Evaluates the quality of noncommissioned officer (NCO) leadership, management, and supervisory training by visiting professional military educational facilities.

3.98.2.8. Reviews curriculum, determines effectiveness and advises commander on findings.

3.98.2.9. Monitors compliance with Air Force appearance, conduct, and performance standards.

3.98.2.10. Issues directives and other guidance within the assigned CCC function of the organization.

3.98.2.11. Maintains interface with active duty enlisted personnel and key staff personnel to ferret out areas of potential problems of Reserve and active duty enlisted personnel.

3.98.2.12. At the commander's discretion: serves on boards, such as promotion, first sergeant, and NCO professional military education selection boards; maintains liaison with local community and represents the commander at selected civilian functions.

3.98.3. Qualifications of Senior Enlisted Advisor.

3.98.3.1. Knowledge of airman career fields and history, mission and organization of the Air Force.

3.98.3.2. Graduate of command NCO Academy and the Senior NCO Academy (in-residence) is desirable.

3.98.3.3. SMSgt or CMSgt selectee. Commanders should select SMSgt (CMSgt selectees) only in special or unusual circumstances. SMSgt who will meet all eligibility prerequisites for promotion to CMSgt upon assuming the duties of senior enlisted advisor are eligible for consideration.

3.98.3.4. Other specific qualifications as required by the selecting commander.

3.98.4. Selection Criteria. The CCC is selected based upon criteria established by the commander and current guidelines.

3.98.5. Current Air Force Reserve policy allows a Senior Enlisted Advisor to serve a maximum of four years. At the end of that four year tour the commander may place the outgoing individual in an overage status for a maximum of an additional four year period.

3.99. Services (SV):

3.99.1. The SV Commander at base-level is to implement, evaluate, and operate an on and off base SV program for assigned military, active and reserve, civilian work force and their families. Wings or units operating as a tenant on an active duty base are authorized to use SV facilities and programs offered by that base.

3.99.2. Air Force Reserve bases offer a limited scope SV program which usually includes the following functional activities.

3.99.3. **Military Clubs (SV).** REF: AFI 34-115 and AFM 34-128 OPR: SV Commander/Director, C&A: Club Manager.

3.99.3.1. Air Force clubs play an important role in, and are an essential part of, the overall Services (SV) program. Clubs are an important element of the commander's morale program. They provide a facility where personnel can meet in an atmosphere of camaraderie and esprit de corps fostered by informal social contacts not normally available in the work center. The club may also be used for commander's conferences, seminars, and a variety of special events. A diversified program that offers dining, lounge and entertainment opportunities, the club attracts families, singles, and retirees. Membership is open to all personnel supported by the base, retirees, and others identified in AFI 34-115.

3.99.4. **Fitness Centers (SV).** REF: AFIs 34-114 and 34-107 OPR: SV Commander/Director, C&A: Fitness Center Director.

3.99.4.1. The sports and fitness program is the hub of the recreation program on the base. The fitness center staff organizes, directs and coordinates a diversified program which includes intramural, instructional, and self-directed sports and fitness activities for both men and women. They provide assistance to individuals and commanders by conducting fitness evaluations and developing individualized fitness programs for base personnel. Nuisance fees such as daily towel and locker fees are not authorized. Since this is a Category A activity, appropriated funds should be used to the maximum extent possible to support the program. Fees may be charged for classes, long term locker rental, and special event

tournaments. Reservists are authorized use of fitness centers on the same basis as active duty.

3.99.5. **Community Activity Centers (SV).** REF: AFI 34-109, OPR: SV Commander/Director, C&A: Community Center Director.

3.99.5.1. The community activity center program provides a wide variety of social, cultural, competitive, educational, outdoor and informational programs for base personnel. They are the primary location for obtaining information on the base SV programs and assist personnel in meeting their recreational needs. In addition, they provide information on recreational opportunities in the local community. Ticket and tour programs provide discount tickets and travel opportunities to local and commercial attractions.

3.99.6. **Outdoor Recreation (SV).** REF: AFI 34-110, OPR: SV Commander/Director, C&A: Recreation Manager.

3.99.6.1. This program provides for and encourages participation in programs using available resources on and off the base. Outdoor recreation areas such as parks, playgrounds, picnic areas, nature trails and beaches are planned and developed to protect and enhance the natural environment yet provide quality recreational opportunities for the people who use them. The program is operated in accordance with public law and federal policy on the use of natural resources.

3.99.7. **Logistic Support Center (SV).** REF: AFIs 34-108, 34-126, 34-204, OPR: SV Commander/Director, C&A: Logistic Support Manager.

3.99.7.1. The logistic support center provides two basic services. First, it serves as the focal point for appropriated and nonappropriated fund supply matters within the SV organization. The manager maintains a liaison with base supply to ensure equipment and supplies are acquired in a timely manner and all property is properly accounted for. It is also the primary point of contact for DRM screening for SV activities and responsible for the SV vehicle program. Second, it is responsible for an SV equipment check-out program which provides recreation-related equipment such as lawn and garden, camping and sports equipment, including a variety of boats. The center procures, maintains, and provides this equipment on loan to authorized personnel, either at no charge or for a minimal fee.

3.99.8. **Prime RIBS Team (SV).** REF: AFI 10-214, OPR: Prime RIBS Officer, C&A: Prime RIBS Officer.

3.99.8.1. Prime Readiness in Base Services (RIBS) forces are to be capable of deploying on 28-hour notice to support global or major regional conflict operations at all operating locations, bare bases, or to support essential SV missions at critical CONUS bases. RIBS teams are to be capable of providing wartime initial food service, field billeting, fitness, recreation, wartime mortuary operations, and troop support. Team members must possess skills in the management and operation of peacetime dining facilities, lodging operations, gymnasiums, fitness and recreation centers, mortuary affairs and troop support facilities/operations.

3.99.9. **Lodging (SV).** REF: AFI 34-601, OPR: Lodging Manager, C&A: Lodging Manager.

3.99.9.1. The Reserve Lodging program is designed to meet Unit Training Assembly (UTA) lodging requirements and also meet authorized day-to-day lodging requirements of all authorized users in DOD. Visiting Officer Quarters (VOQ), Visiting Airman Quarters (VAQ), and contract quarters encompass the AFRES lodging program. There are no temporary lodging facilities (TLFs) in AFRES. Lodging facilities are expected to meet DOD minimum adequacy standards and Air Force Quality of Life standards. Deviations from those standards require MAJCOM or Air Force approval. This service must be provided at the lowest possible cost to the Air Force, yet meet nonappropriated fund operational and capital improvement requirements.

3.99.10. **Food Service (SV).** REF: AFR 146-1 (AFI 34-401), AFRESR 146-1, OPR: SV Commander/Director, C&A: SV Commander/Director.

3.99.10.1. The purpose of the Air Force Reserve Food Service program is to provide troop feeding to reservists during Unit Training Assemblies (UTAs) and during periods of inactive training. Troop feeding at AFRES units is provided by RIBS-supported dining facility operations or contractual troop feeding IAW AFRESR 146-1. Both food service operations must comply with Air Force standards and monetary tolerances.

3.99.11. **Mortuary Affairs (SV).** REF: AFI 34-501, OPR: SV Commander/Director, C&A: SV Commander/Director.

3.99.11.1. The Air Force Mortuary Affairs program provides for the performance of all logistic functions incident to the recovery, identification, care, and disposition of the remains of deceased military personnel and certain other eligible deceased persons. The Air Force will care for the remains of all deceased persons for which it is responsible in keeping with the highest standards and traditions of the Air Force and Armed Services. Surviving relatives will be accorded every possible consideration within the limitations of existing statutes and applicable directives. The SV Commander/Director is appointed by the installation commander as the base Mortuary Officer and is responsible for administering the mortuary affairs program on the base.

3.99.12. **Human Resources Office (SV).** REF: AFIs 34-301 and 34-302, OPR: SV Commander/Director, C&A: Human Resource Officer.

3.99.12.1. The Human Resources Office provides guidance and advice to SV activity managers and the SV Director in administering the nonappropriated fund (NAF) personnel program. They provide candidates for vacant positions, classify position guides, provide guidance on disciplinary actions, administer the workers compensation and unemployment compensation program for NAF employees, administer the NAF evaluation and awards program, accomplish necessary personnel actions through the personnel data system (PDS), and answer questions for management and employees. In addition, they provide retirement counseling and process the necessary actions for retirements. In summary, this office provides the same service for NAF employees that the civilian personnel office provides for appropriated fund employees.

3.99.13. **Training (SV).** REF: AFI 36-2240 and AFCAT 36-2223 OPR: SV Commander/Director, C&A: Section Supervisors.

3.99.13.1. The base-level training program is the primary key to ensure skill qualifications are maintained at a level commensurate with requirements. There are a myriad of avenues to ensure SV managers, military personnel, and civilian employees are provided the training necessary to be proficient, effective, and efficient in meeting the requirements of their positions. Mandatory and enhancement courses are provided by AETC, AFIT, AFSVA, and AFRES. However, the majority of continuous training must take place at the base/unit level by OJT and field exercises. Military personnel in this diverse AFSC (3M0XX) must be skilled in a minimum of two SV functional specialties. This requires that each unit have a systematic training plan to rotate all SV reservists and ensure knowledge and experience are provided.

3.99.14. **Marketing and Commercial Sponsorship (SV).** REF: AFIs 34-104 and 34-207, OPR: SV Commander/Director or Marketing Director, C&A: SV Commander/Director or Marketing Director.

3.99.14.1. The function of SV marketing is to support SV commanders, flight chiefs, and activity managers by ensuring sound marketing practices are incorporated into the operation of all SV programs and activities. This process involves recognizing the needs and expectations of customers and potential customers, providing programs to meet these needs and expectations, and communicating the availability of these programs to the right market. New policy now allows non-specific mailings to potential sponsors under the unsolicited program. This is only after sufficient publicity has been released on the program in the community. These functions are performed through market research, market planning, advertising and publicity.

3.99.14.2. Commercial sponsorship may be used to defray NAF expenses or to finance enhancements for SV events exclusive of lodging and dining. It cannot be used to offset APF expenses or private organizations.

3.99.14.3. There are two kinds of sponsorships unsolicited and solicited. Under unsolicited sponsorship, nonspecific information may be provided to potential sponsors through the use of commercial sponsorship brochures, leaflets, or paid newspaper/magazine advertisements and/or Public Affairs-type news releases. Solicited sponsorship will be publicly announced regardless of the dollar amount. Following the announcement, follow-up letters and solicitations may be sent to individual vendors (except alcohol or tobacco concerns) who may be interested in sponsorship.

3.99.15. **Resource Management (SV).** REF: AFI 34 Series, OPR: SV Commander/Director, C&A: SV Commander/Director.

3.99.15.1. The HQ AFRES Resource Division is the focal point for Nonappropriated Fund financial management. All NAF accounting is centralized within this headquarter's division. Base-level SV and lodging budgets are reviewed and budget variance reports prepared monthly. All NAF disbursements are made by the central accounting office. Monthly financial statements are provided for all base-level NAF activities. The division provides computer systems support to all SV functions at base level and HQ AFRES. Management reports are prepared for the Vice Commander and the Command NAF Council on a quarterly basis. Financial performance is measured against Air Force and command standards. Corrective actions are monitored for those activities failing to meet the established standards.

3.100.   Sexual Harassment. REF: AFI 36-2701, AFI 36-704, Art 93 UCMJ, OPR: Commander, Supervisor, C&A: Supervisor, EEO Counselor, Social Actions, Staff Judge Advocate.

3.100.1. Sexual harassment can be a problem area in the private, public and military workplace. Title VII of the Civil Rights Act of 1964 prohibits sex discrimination and sexual harassment. The Air Force has adopted the same policies in AFI 36-2701.

3.100.2. Sexual harassment is defined as a form of sex discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: (a) submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of a person's job, pay or career, or (b) submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person, or © such conduct interferes with an individual's performance or creates an intimidating, hostile, or offensive environment, or (d) any person in a supervisory or command position uses or condones implicit

or explicit sexual behavior to control, influence or affect the career, pay, or job of a military member or civilian employee, or (e) any military member or civilian employee makes deliberate or repeated unwelcomed verbal comments, gestures, or physical contact of a sexual nature.

3.100.3. The "hostile or offensive environment" and "condone" parts of the definition are the things commanders will most likely have to deal with. Some of the typical acts which may constitute a hostile environment are constant flirting, physical touching, posting of sexually oriented posters or pictures and remarks of a sexual nature. These acts may be committed by supervisors or co-workers. The most likely type of sexual harassment affecting a person's job, pay or career is where favorable treatment on the job is conditioned on providing sexual favors or where adverse consequences result when sexual favors are refused.

3.100.4. The Air Force may be held liable for sexual harassment engaged in by supervisors or management employees. In hostile environment cases, your unit may be held liable if you knew or should have known of the conduct and failed to take immediate and appropriate corrective action. Every complaint must be addressed and acted on promptly to minimize liability.

3.100.5. Disciplinary action may be taken against civilian offenders ranging from a reprimand to removal. Disciplinary action against military offenders range from counseling to separation, including nonjudicial punishment or Court-Martial under Article 93 of the UCMJ.

3.101. Standards of Conduct. REF: DOD Directive 5500.7, OPR: Staff Judge Advocate, Commander, C&A: Supervisor, First Sergeant.

3.101.1. Air Force personnel shall not engage in personal business or professional activity that places them in a position of conflict with the public interest of the United States. Even the appearance of impropriety must be avoided. Personnel must be informed of the guidance contained in DOD Directive 5500.7 upon assumption of their Air Force duties.

3.101.2. Personnel shall not solicit sales to DOD personnel junior in rank, at any time (on or off duty, in or out of uniform), for insurance, stocks, mutual funds, real estate, or any other commodity, good, or service.

3.101.3. Personnel shall not accept any gift, entertainment, or thing of value in excess of $10 from any person or entity which is engaged in procurement activities or business with any agency of the DOD.

3.101.4. Personnel shall not solicit contributions for gifts to an official superior, except voluntary contributions of nominal value on special occasions like marriage, illness, transfer, or retirement.

3.101.5. Personnel shall not use their grades, titles, or positions in connection with any commercial enterprise or for endorsing a commercial product.

3.101.6. Certain AFRES Commanders and other personnel must file SF 450 or SF 278 upon assumption of their duties and annually thereafter.

3.101.7. There is mandatory training on DOD Directive 5500.7. Personnel shall not engage in employment which is incompatible with the performance of government duties, or may reflect discredit on the government.

3.101.8. Personnel shall not engage in criminal, dishonest, infamous, immoral, disgraceful, or other conduct prejudicial to the government. Personnel must avoid any action that might create the appearance of using public office for private gain; giving preferential treatment to any person; impeding government efficiency or economy; losing complete independence or impartiality; making a government decision outside official channels; or adversely affecting the confidence of the public in the integrity of the government.

3.101.9. DOD Directive 5500-7 imposes annual reporting requirements on certain personnel in the grades of 0-5/GS-13 and above. Consult your SJA for details.

3.102. Status of Resources and Training System (SORTS). REF: AFI 10-201, OPR: Commander, C&A: Commander.

3.102.1. This report indicates the level of readiness your unit possesses to accomplish its wartime mission. SORTS is used by the Joint Staff to assess your unit's ability to execute war plans and to a lesser degree to monitor the status of aggregated and unit resources. The Air Staff uses SORTS to monitor current resources and training levels, support crises or time sensitive plans, determine trends, manage resources and make allocation decisions.

3.102.2. The AFRES Vice Commander (CV) and staff evaluate trends and recommend necessary management actions depending on problem extent and cause. The directive authority for SORTS is AFI 10-201, *Status of Resources and Training System (SORTS)*.

3.102.3. SORTS is the unit commander's report and the commander is responsible for the accuracy of the report. It is highly recommended that the unit commander appoint the best and brightest to serve as SORTS data handler. The wing OPR for SORTS is the SORTS data manager located in the wing Command Post (CP). The wing commander is briefed monthly by the wing SORTS data manager. SORTS is a rated area for QAFA/ORI inspections.

3.103. Substance Abuse Control Program. REF: AFI 36-2701, *Social Actions Program*; AFI 44-120, *Drug Abuse Testing Program* OPR: Commander, Supervisor,

Social Actions; Each Air Force Reserve Member, C&A: Staff Judge Advocate, Chaplain, Office of Special Investigations

3.103.1. This program is applicable to AFRES military personnel when not on extended active duty. The Air Force Reserve Drug and Alcohol Abuse Prevention Program has two main goals: to prevent all drug abuse (including the abuse of alcohol) and to keep the adverse consequences to the Air Force Reserve and the individual to a minimum should abuse occur. Briefly stated, Air Force Reserve policy on drug abuse is that the illegal or improper use of drugs by Air Force Reserve members is a serious breach of discipline, is not compatible with service in the Air Force Reserve, and automatically places the member's continued service in jeopardy. Air Force Reserve policy on alcohol abuse is to prevent alcohol abuse and alcoholism among its personnel and their family members; to try to restore to full duty status persons with problems attributable to alcohol abuse; and to ensure the humane management and administrative disposition of those who cannot be or do not remain restored.

3.103.2. Commanders play an integral role in achieving these goals; and therefore, must be familiar with the entire program as set forth in AFPD 36-27. To ensure the success of the program, commanders must:

3.103.2.1. Continually observe and evaluate the subordinate's performance and conduct;

3.103.2.2. Document specific instances of substandard duty performance;

3.103.2.3. Ensure blood alcohol and urine testing is promptly accomplished; and

3.103.2.4. Consult with medical and social actions staffs when substandard performance or misconduct is suspected to be drug or alcohol abuse related.

3.103.3. Commanders are also responsible for:

3.103.3.1. Referring those members involved in drug or alcohol abuse for evaluation or rehabilitation. The commander can inform Social Actions for evaluation of substantiated substance abusers by use of AF Form 2731, **Substance Abuse Reorientation and Treatment Program Disposition**, or by verbal communication. Non-ART reserve commanders by law (Title 5, United States Code (USC), Section 2105(d) cannot process civilian actions. Civilian/ART employees actions must be accomplished and signed by the ART/civilian supervisor.

3.103.3.2. Convening intervention committee meetings for members of their units.

3.103.3.3. Supporting alcohol deglamorization efforts according to AFR 215-7, *The Control, Procurement, Sale, and Use of Alcoholic Beverages*.

3.103.4. Non-EAD AFRES military members diagnosed as alcohol abusers or alcohol dependent are not eligible for inpatient treatment at a centralized Air Force Alcoholism Rehabilitation Center (ARC). To retain active reserve status, such members must voluntarily participate in a proper civilian or government nonresidential or residential treatment program at their own expense. The duration of residential treatment is set by the civilian or government agency providing treatment, but should in most cases be completed within 30-90 days.

3.103.5. Non-EAD AFRES military members substantiated as drug abusers, including those identified through a confirmed positive drug abuse urinalysis test result will be:

3.103.5.1. Enrolled in the AFRES Substance Abuse Reorientation and Treatment (SART) program;

3.103.5.2. Strongly encouraged to voluntarily seek help for their problem through a proper civilian or government treatment program at their own expense;

3.103.5.3. Recommended for separation under the appropriate provisions of AFI 36-3209, *Separation Procedures for U.S. Air Force Reserve Members*; and

3.103.5.4. Placed in no-pay/no-points status pending final disposition of their case. AFRES members not on extended active duty (NON-EAD) may not be assigned to active duty for rehabilitation purposes.

3.103.5.4.1. The importance of the commander in a successful substance abuse control program cannot be overstated. To be effective, you must read and understand the program as set forth in AFPD 36-27.

3.104. Supply Discipline/Supply Training Programs. REF: AFM 67-1, Vol II, Part Thirteen, OPR: Commander, C&A: Supervisors and all AF personnel, military and civilian.

3.104.1. The Air Force must manage, control and safeguard supplies and materiel needed to support its weapon systems, facilities, and people. This creates the need for an effective supply discipline and training program. Commanders at all levels are responsible for managing property in use or stored at their installation or activities.

3.104.1.1. SUPPLY DISCIPLINE. Supply discipline is everyone's responsibility, but it impacts heavily on the unit commander. The following are some key principles f supply discipline:

3.104.1.1.1. Use equipment and supplies for intended use only.

3.104.1.1.2. Protection of government property is essential. Safeguard items against pilferage and unauthorized use.

3.104.1.1.3. Order, issue, and turn-in supply/equipment items. Refer to AFM 67-1, Vol II, Part Thirteen for procedures.

3.104.1.1.4. Immediately repair or turn in unserviceable items.

3.104.1.1.5. Continually screen bench and operating stocks for excesses.

3.104.1.1.6. Look for new ways to conserve materiel and supplies.

3.104.1.1.7. There are two products available to help you maintain a successful program. They are your unit's Allowance Standards (formerly Table of Allowance) and Custodian Authorization/Custody Receipt Listings (CA/CRL). Both items are essential in watching your unit's authorized supplies and equipment.

3.104.1.2. REPORTS AND MANAGEMENT TOOLS. There are two supply reports which are important to know about. They are the Daily Document Register (DO4) and the Priority Monitor Report (D18). The D04 is your means to check supply transactions charged or credited to your unit. The D18 shows all items due out (on order) from supply. Your unit funds have already paid for the item. Your job is to help keep track of them.

3.104.1.3. ORGANIZATIONAL FUNDS. You need organizational dollars, known as Operations and Maintenance (O&M) funds, to order/buy items from supply. Organizations have a resource manager who monitors and controls these funds. This may be your unit supply specialist or custodian. Commanders should coordinate all requirements for supplies and equipment with their resource manager to ensure funds are available for purchase. The Air Force also has a program called Zero Overpricing (ZOP). A new AFM 67-1, Vol VII, Part Four explains this process and replaces AFR 400-17 as the governing directive. It gives guidance to all AF materiel users to get involved in promoting more efficient use of funds and reducing overpricing in AF acquisitions.

3.104.1.4.   INDIVIDUAL CLOTHING AND EQUIPMENT. The Individual Equipment Element (IEE) of base supply furnishes personal and organizational items to individuals. Some examples of organizational items are field jackets and liners, wet weather suits, coveralls, etc. Additionally, the IEE is responsible for issuing military clothing to our reservists. The Air Force Reserve uses the Issue-in-Kind System as an alternate method of issuing uniform items to enlisted personnel (E1 thru E9). This system does not apply to reserve officers; they must buy their uniforms. Replacement clothing items are on a one-for-one basis, serviceable for unserviceable. AFM 67-1, Vol I, Part One, Chap 17, Sections C and E show supply procedures applicable to AFRES personnel. Further, AFI 36-3014 sets the initial clothing allowances for reserve personnel.

3.104.1.5. SUPPLY CUSTOMER TRAINING. Supply discipline programs parallel effective supply customer training programs. AFM 67-1, Vol I, Part One, Chap 1, Atch B-3 establishes supply customer training at base level. Commanders and unit personnel should attend these training classes as they furnish an excellent opportunity to ask questions, resolve problems, and promote quality supply discipline programs.

3.105. The Air Force Reserve Weight Program. REF: AFI 40-502,Supplement 1, OPR: Commander, C&A: MPF.

3.105.1. The objective of this program is the control of body fat because it is linked to self-image and self-esteem and promotes an overall healthy life style for all Air Force Reserve members while improving military appearance and performance. It is the member's responsibility to maintain their body fat within the limits established by AFI 40-502 and the Air Force Reserve supplement; the consequences for noncompliance are clearly defined. Reassignment to ARPC/NARS is the ultimate penalty for failure to meet body fat standards. Command emphasis on the program is used to prevent unnecessary losses of skilled, motivated personnel. A unit weight program monitor who approaches the weight program in a positive and aggressive manner should be appointed.

3.106.   The Reserve Transition Assistance Program (RTAP).   REF: Public Law 102-484, OPR: HQ AFRES/DPRA, C&A: MPF.

3.106.1. The RTAP was authorized for the reserve forces in the National Defense Authorization Act for Fiscal Year 1993, Public Law 102-484, October 23, 1992. The Office of the Secretary of Defense approved the Air Force plan for implementing RTAP on 18 May 93. RTAP benefits will be provided to reserve members as a result of a member being involuntarily separated due to "tenure" programs or deletion of the member's position. On 11 Jun 93, reserve MPFs were provided an RTAP Guide to assist in determining RTAP benefits and processing procedures.

3.107. Training Status Codes. REF: AFI 36-2201, OPR: Commander, C&A: Commander.

3.107.1. Training and personnel managers will use TSCs to identify and manage airman qualification and skill-level upgrade training in relation to personnel actions such as reclassification, reenlistment, separations, and retirements.

3.107.2. Training Status Codes are:

3.107.3. Code Definition:

3.107.3.1. Airman is in upgrade training for the initial award of a 3-skill level AFSC.

3.107.3.2. Airman is in upgrade training for the initial award of a 5-skill level AFSC.

3.107.3.3. Airman is in upgrade training for the initial award of a 7-skill level AFSC. Must be SSgt or above.

3.107.3.4. Airman has received the highest skill level possible at the current grade and is receiving hands-on performance - based training to qualify in a specific position. Airman must remain in this TSC until they qualify in all tasks required for the position.

3.107.3.5. Airman is in upgrade training for the award of a 3-skill level AFSC and is retraining from another AFSC awarded at the 3- or higher-skill level.

3.107.3.6. Airman is in upgrade training for the award of a 5-skill level AFSC and is retraining from another AFSC awarded at the 5- or higher-skill level. This code includes previously awarded AFSCs and 3-skill level AFSCs having no 5-skill level.

3.107.3.7. Airman is in upgrade training for the award of a 7-skill level AFSC and is retraining from another AFSC awarded at the 7- or higher-skill level. This includes previously awarded AFSCs.

3.107.3.8. Active Duty TSC.

3.107.3.9. Airman is attending basic military training or a skill-level-awarding technical school. this code also applies to those in follow-on training. this code does not apply to 7-skill level awarding courses.

3.107.3.10. Airman has approved retraining via formal school, the CAFSC has been changed to the retraining AFSC and is awaiting a class start date.

3.107.3.11. Airman cannot be entered or continued in upgrade training because of duty status. This code also applies for those airmen awaiting security clearance when no specialty task or tasks can be trained or are ineligible for enrollment in classified CDC. It does not apply to airmen who have completed, or are ineligible for, upgrade training.

3.107.3.12. Airman has completed training. Use this code when personnel complete upgrade training and position qualification training.

3.107.3.13. Airman is changing to another AFSC at the same skill level of their previous AFSC. AFMPC update only.

3.107.3.14. Airman has been withdrawn from upgrade training for failure to progress to the next-higher skill level.

3.107.3.15. Not gained on computer file, or not processed by MSSQ.

3.108. Uniform Code of Military Justice Jurisdiction. REF: AFMAN 36-8001; AFI 51-201; AFI 51-202; Article 2, UCMJ, OPR: Commander, Supervisor, C&A: Staff Judge Advocate.

3.108.1. Jurisdiction over the military member is a key element in any disciplinary action under the UCMJ. Reservists in an active duty status are subject to jurisdiction under Article 2 (a)(1) of the UCMJ. The active duty may be in an annual tour, special tour, man-day, or school tour status. Jurisdiction begins one minute past midnight on the reporting date and ends at 2400 hours on the date of release. Reservists in an inactive duty training status are subject to jurisdiction under Article 2(a)(3) of the UCMJ. However, jurisdiction only applies to periods of inactive duty training, between the sign-in and sign-out period of the training day. Thus, there is no jurisdiction on Friday or Saturday evenings on a UTA weekend (e.g. before sign-in and after sign-out).

3.108.2. A reservist who commits an offense while in UCMJ status may be involuntarily extended for court martial by extending active duty orders under AFMAN 36-8001. If an active duty or inactive duty period has ended, the reservist may be involuntarily recalled to active duty for court martial proceedings, such as an Article 32 investigation or actual trial. Prior to trial, the active duty convening authority obtains the approval of the Secretary of the Air Force to ensure confinement at hard labor is a permissible sentence. Reservists are not recalled for nonjudicial punishment purposes (i.e. Article 15s). However, jurisdiction over an offense committed by a reservist while in an active duty or inactive duty status is not lost by virtue of the termination of such period of active duty or inactive duty training. A reserve commander can impose and enforce Article 15 punishment during later periods of training.

3.109. Unit First Sergeant. REF: AFR 39-16, OPR: AFRES/QIP, C&A: MPF.

3.109.1. "Take care of the people and they will take care of the missions" is an old saying certainly true in any military organization. Your first sergeant is a key person in helping you accomplish your mission. Because he or she is so vital, it is extremely important that you have the right noncommissioned officer in that position. Listed below are some key factors in selecting a first sergeant.

3.109.1.1. Individual selected must be a MSgt-CMSgt or be a TSgt is eligible for promotion during the next promotion cycle.

3.109.1.2. Should display the highest standards of military image and standards of conduct.

3.109.2. Once selected, your first sergeant can assist you with various tasks. In general, a first sergeant has 5 primary duties:

3.109.2.1. Responsible for the health, morale and welfare of enlisted personnel.

3.109.2.2. Assists the commander in maintaining discipline and standards.

3.109.2.3. Monitors unit training programs.

3.109.2.4. Monitors upkeep of squadron's dorms and grounds.

3.109.2.5. Monitors unit administration.

3.109.3. Within these general areas, the first sergeant is proficient in more specific duties, such as billeting, sick call, military law as it applies to a reservist, and assisting the commander with commander's call. Additionally, the first sergeant knows the procedures for "getting things fixed," interpreting various reserve programs, and monitoring administrative procedures.

3.109.4. As an NCO, your first sergeant is responsible to carry out your policies. However, he or she is also responsible to offer advise on enlisted matters. Hopefully, you will encourage open communication between you and the first sergeant. Regardless of the grade MSgt, SMSgt or CMSgt, a first sergeant is only as strong as you allow.

3.110. United States Air Force Formal Schools. REF: AFCAT 36-2223, AFRESR/ARPCR 35-41, Vol 2, OPR: Director of Personnel, C&A: Commander/Supervisor.

3.110.1. Air Force training and education programs provide individual service members with the skills and knowledge that will qualify them to perform effectively in their duty assignments. Skill development of service members is accomplished through a set of career patterns involving various combinations of formal training, education, and practical experience. Accordingly, the Air Force Reserve views formal schools as an integral part of the reservist's career development and training. Under Total Force, the Air Force Reserve trains to the same standards as the active force and will comply with all regulatory requirements for skill upgrade training.

3.110.2. Reservists are eligible to attend all courses required to comply with the requirements of AFI 36-2105 and AFI 36-2108. Personnel may attend most other courses on an as required basis.

3.110.3. Because of different career and promotion needs, full-time civilian jobs, limited window of opportunity to attend, decentralization of school funds, etc., the Air Force Reserve has designed procedures for requesting formal schools around the availability of the individual reservist. The application procedures are outlined in AFMAN 36-8001.

3.110.4. Commanders should contact the local training office for assistance with the application procedures, and in determining if formal schools are required for members of their units.

Chapter 4

People Leadership Programs-Civilians

4.1. Purpose. Civilians fill about one-third of total Air Force positions. They are assigned to positions that do not require military personnel for reasons of law, training, discipline, rotation, combat readiness, or military background and experience. A unified military-civilian team is essential to the mission and the security of our country.

4.1.1. As members of the Air Force team, civilians provide skills and abilities that compliment the military. When the military deploys on an exercise, the civilian work force continues the administration and operation of the unit. Civilians provide a nucleus of trained personnel during national emergencies.

4.1.2. This chapter is designed to help you lead and guide civilian employees. It provides guidelines on problems you may face in your role as commander or supervisor. Keep in

mind that managing civilian employees requires you to consider local union contracts. Therefore, it is wise to consult the Central Civilian Personnel Office (CCPO) for the most current policy and procedures.

4.1.3. Air Force civilian personnel want and deserve an equal role in the total force. You can help them in this effort by becoming familiar with their programs.

4.2. Appeals and Grievances. REF: AFR 40-771, Local Union Contract, OPR: Supervisor, C&A: Civilian Personnel Office.

4.2.1. Most managerial decisions that affect civilian employees personally are subject to reconsideration through established appeal or grievance procedures. Typically, these procedures provide for someone independent of Air

Force control to develop the facts and arrive at conclusions as to appropriate corrective actions.

4.2.2. An *appeal* is a written request by an employee to contest his or her removal, suspension for more than 14 days, furlough for 30 days or less, reduction in grade or pay, resignation, or a self-requested reduction in grade or pay that the employee alleges was secured by duress, intimidation, or deception.

4.2.3. A *grievance* is a request for personal relief in any employment - related matter of concern or dissatisfaction subject to the control of Air Force management. Grievances do not include any matters subject to review outside the Air Force or for which other authorized complaint or appeal systems are prescribed.

4.2.4. No official may make any statement that suggests a threat to, interference with, or intimidation of any employee making or considering making an appeal or filing a grievance.

4.2.5. There are time limits and other procedural requirements involved with appeals and grievances. In addition, local union contracts may include restrictions or provide for other action that must be taken in dealing with appeals and grievances. Due to the complexity of these procedures, you should consult the CPO for advice.

4.3. Civilian Career Management. REF: AFI 36-601, *Civilian Career Program Management*, OPR: Commander, Supervisor, C&A: Civilian Personnel Office.

4.3.1. The primary goal of civilian career management is to develop employees with strong professional, technical, managerial, and administrative skills to satisfy current and future Air Force mission needs. This is accomplished by assessing the current force in relation to an objective force as described in the Air Force Manpower and Personnel Plan. Secondary goals of civilian career management are as follows:

4.3.1.1. Identify and encourage qualified individuals to make a career in the Air Force.

4.3.1.2. Provide employees with the opportunity to improve their skills and to progress through the organization.

4.3.1.3. Give employees a rewarding work experience to suit their abilities and desires, while meeting Air Force mission and staffing needs.

4.3.1.4. Provide the means to identify and staff key positions within each career program with exceptional performers and highly qualified employees available Air Force-wide.

4.3.1.5. Ensure that planned developmental actions (such as training, career-broadening assignments, or education) are related to performance, knowledge, skill, and ability requirements necessary to perform successfully in higher-level positions.

4.3.2 The Air Reserve Technician (ART) Officer Career Management Program (AOCMP) is a recognized Air Force career program and is administered and managed by HQ AFRES. Candidates must meet both the civilian and military requirements to be qualified. The program is managed by the ART Officer Career Management Board (CMB), which makes policy decisions, develops objectives, establishes key promotion registers, etc. The Manager Development Council (MDC) (MDC assists the CMB and is primarily responsible for the executive and managerial development and training of ART officers.) More information on the AOCMP may be obtained from AFR 40-110, Vol XIV, *Air Reserve Technician Officer Career Management Program (ARTOCMP)* (to become AFMAN 36-606, Vol I, Chapter 21); and AFRESR 40-14, *AFRES Air Reserve Technician (ART) Officer Career Management Program* (to become AFRESI 36-111). Commanders may also contact HQ AFRES/DPCC, DSN 497-1338, for more information on the AOCMP and filling ART officer vacancies.

4.4. Civilian Force Mobilization. REF: AFI 36-507, OPR: Commander, C&A: Civilian Personnel Office.

4.4.1. Civilian employees support the active military force in accomplishing Air Force missions in peacetime and wartime. In periods of national emergency, they provide indirect (noncombatant) support in positions in the United States that do not require active duty military. In addition, certain civilian employees remain overseas or deploy to high-threat areas (combat theaters) during emergencies, performing duties in direct support of wartime operations. Commanders are responsible for development of plans to fulfill these civilian requirements during periods of national emergency, including mobilization.

4.5. Civilian Personnel Reliability Program. REF: AFI 36-2104; AFR 40-732, OPR: Commander, Civilian Personnel Office, C&A: Civilian Personnel Office.

4.5.1. The personnel reliability program (PRP) provides for screening, selecting, and evaluating civilian employees of the Air Force assigned to positions associated with nuclear weapons or nuclear resources.

4.5.2. Unit commanders designate civilian positions for inclusion under PRP. Commanders certify the acceptability of each civilian employee, continually evaluate employees assigned to the PRP positions, and conduct an annual review of each civilian PRP position.

4.5.3. Positions are classified as either "controlled" or "critical" depending on the nature of assigned PRP duties.

Refer to AFR 40-925, *Personnel Reliability Program (PRP)*, for appropriate classification.

4.6. Disciplinary Actions. REF: AFI 36-704, OPR: Commander, Supervisor, C&A: Civilian Personnel Office, Staff Judge Advocate.

4.6.1. Commanders must follow instructions in administering fair, impartial, uniform, and proper adverse actions and disciplinary programs. Disciplinary actions against civilians must be fully and precisely documented. Disciplinary actions will rarely succeed unless you first consult with the CPO. Supervisors are required to observe the employees' rights to union representation.

4.6.2. Disciplinary actions taken against civilian employees include:

4.6.2.1. Oral admonishment - the least formal and least severe. It includes only an interview between the supervisor and the employee. After the interview, the supervisor simply makes a notation on the employee's AF Form 971.

4.6.2.2. Reprimand - given for significant misconduct and repeated lesser actions with the intent of motivating improved conduct. For civilians, the reprimand is considered a severe disciplinary action. The reprimand is given in the form of a letter to the employee and is kept as a record in the employee's official personnel folder for two years.

4.6.2.3. Suspension - places employees involuntarily in a nonpay, nonduty status. It is a severe disciplinary action because it penalizes the employee and his or her family financially, causes a loss of production, and imposes a heavier work load on coworkers. Suspension is ordinarily the last step in the process before removal. The period of suspension cannot exceed 30 calendar days unless specified by law, the Office of Personnel Management, or Headquarters USAF. Rarely does the period of suspension exceed 10 days.

4.6.2.4. Removal - the most severe disciplinary action. It terminates employment, may bar the removed employee from future federal employment, and may make it difficult for him or her to obtain employment. Before attempting to remove an employee, you should be sure the facts support your action. Usually a decision to remove an employee is made after other less severe disciplinary actions have been taken and have proved ineffective.

4.7. Drug and Alcohol Abuse Prevention and Control Program. REF: AFI 36-810, OPR: Commander, C&A: Civilian Personnel Office, Social Actions Office.

4.7.1. Drug and alcohol abuse is not compatible with Air Force standards of conduct and performance. The objective of the drug and alcohol abuse prevention and control program is to prevent, reduce, and control drug and alcohol abuse and to identify and rehabilitate civilian abusers in order to accomplish the Air Force mission. Air Force policy is to treat drug or alcohol abuse as a health problem; however, either problem may result in disciplinary action.

4.7.2. The objective of rehabilitation is to return all identified civilian drug and alcohol abusers to full, effective duty status. Regardless of how identified, they will be offered the opportunity for rehabilitation. Even in cases where alcohol or drug abuse is suspected but not known for certain, the employee must be offered a firm choice; to accept help or accept the consequences of continued unsatisfactory performance or conduct. Failure to offer assistance could delay or prevent taking appropriate personnel action.

4.7.3. A.P. 40-10, *A Supervisor's Guide - The Air Force Civilian Drug and Alcohol Abuse Prevention and Control Program*, provides helpful insights for the supervisor in dealing with job-related problems resulting from the abuse of alcohol or drugs.

4.8. Employee Training and Development. REF: AFI 36-401, OPR: Commander; Civilian Personnel Office, C&A: Civilian Personnel Office.

4.8.1. It is Air Force policy to provide the training necessary to ensure the maximum efficiency of civilian employees in the performance of their official duties. Full opportunity to participate in training and development programs will be given to every employee who needs training and meets standards and requirements prescribed by law, executive order, or instruction without regard to race, color, religion, sex, national origin, age, or other factors unrelated to the need for training.

4.8.2. Each CPO develops a plan to determine, document, and report employee training needs, including coordinated efforts between management and the CPO. General provisions of such a plan include the following:

4.8.2.1. The supervisor submits the required forms to the CPO indicating type of formal training needed based on skills and knowledge required compared to capabilities currently possessed by civilian employees.

4.8.2.2. The CPO evaluates the request to determine if training is needed or if the requirement can be met in another manner. Following an analysis of training needs, the CPO establishes priorities for training needs and determines actions required to meet them.

4.9. Equal Employment Opportunity and Affirmative Employment Programs. REF: AFI 36-1201 and AFI 36-108, *Local Union Contract*, OPR. Commander; Supervisor; Civilian Personnel Office; Chief, Equal Employment Opportunity, C&A: Civilian Personnel Office, Social Actions Office, Chief Counselor.

4.9.1. It is the policy of the Government of the United States to provide equal opportunity in federal employment for all persons, to prohibit discrimination in employment because of race, color, religion, sex, national origin, age or handicapping condition, and to promote the full realization of equal employment opportunity through a continuing affirmative action program in each executive department and agency. Within Air Force, managers and supervisors are held accountable for the Equal Employment Opportunity (EEO) and the Affirmative Employment Programs (AEP). Program responsibilities include the obligation to:

4.9.1.1. Ensure all employees and applicants for employment are treated in a manner free of discrimination in all aspects of the employment relationship.

4.9.1.2. Maintain awareness of the intent and requirements of the AEP plans (AEPP).

4.9.1.3. Ensure employees are aware of and have access to AEPPs.

4.9.1.4. Ensure EEO principles are integrated into the personnel management process and that merit and EEO principles are considered in employment decisions, e.g., promotions, reassignments, training, awards, and other personnel management actions,

4.9.1.5. Support and attend minority groups, women's and handicapped program activities such as community relations activities, meetings, workshops, conferences, and job fairs,

4.9.1.6. Participate in self-evaluation of affirmative employment accomplishments (may use Air Force Quality Assessment Guides).

4.9.1.7. Monitor accomplishment of EEO and AEP objectives.

4.9.1.8. Promulgate appropriate policy statements.

4.9.2. Additionally, activity commanders will assure overall program management responsibility including:

4.9.2.1. Providing leadership in establishment and enforcement of policy supporting Air Force affirmative employment efforts. New commanders will issue a letter of support for the AEP within 90 days of assuming command.

4.9.2.2. Ensuring maximum efforts are made to meet program objectives.

4.9.2.3. Ensuring participation of appropriate management officials in the development and implementation of AEPPs.

4.9.2.4. Ensuring resources are available to support the AEP.

4.9.2.5. Requiring briefings and reports on the status of each organization's progress in meeting AEP objectives.

4.9.2.6. Supporting EEO principles and ensuring these principles are a consideration in management decisions.

4.10. Labor-Management Relations. REF: AFI 36-701, OPR: Commander, Civilian Personnel Officer, C&A: Civilian Personnel Office.

4.10.1. Civilian employees, including those paid from nonappropriated funds, may belong to any labor organization which does not advocate the overthrow of our constitutional form of government, practice discrimination in membership, or reserve the right to strike against the government. The law requires the Air Force to pursue a policy of affirmative willingness to deal with these labor organizations. Under qualifying conditions and a representation election, unions are granted exclusive recognition to act in behalf of employees in dealing with Air Force management. A labor-management agreement "a labor contract" negotiated under exclusive recognition has the force and effect of an instruction and must be observed by both parties.

4.10.2. The Air Force practices the following policy in labor management relations:

4.10.2.1. Employees have the right (without fear of penalty or reprisal) to form, join, and assist a labor organization or to refrain from such activity.

4.10.2.2. Management officials, supervisors, and employees engaged in nonclerical personnel work also may join any labor organization, but they may not act as representatives or participate in the management of the union.

4.10.2.3. Employees may not be prohibited from soliciting membership of other employees during nonduty time even though they may still be in the work area.

4.10.2.4. Employees may not be prohibited from distributing literature on behalf of, or in opposition to, a labor organization on activity premises in nonwork areas and during nonwork time of the employees involved.

4.10.3. Recognition and rights of labor organizations:

4.10.3.1. Subject to normal security instructions, labor organization representatives who are not US Air Force employees may be permitted to solicit membership and distribute literature in nonwork areas and during the nonwork time of the employees involved.

4.10.3.2. A labor organization is granted exclusive recognition only when it has been designated and selected in a secret ballot election.

4.10.3.3. When eligible employees have chosen a union, Air Force management shall take positive steps to establish cooperative and constructive relationships with the union concerned.

4.10.3.4. The union holding exclusive recognition is entitled to act for and negotiate agreements covering all employees in the unit without discrimination and without regard to union member ship.

4.10.3.5. The Air Force activity and the union are obligated to meet at reasonable times and confer in good faith regarding personnel policies and practices and matters affecting working conditions. They may negotiate an agreement. Such an agreement shall then have the full force and effect of instructions within the unit to which it applies.

4.10.3.6. Although the Air Force activity has the obligation to negotiate, this obligation does not include matters concerning the mission of an activity, its budget, its organization, the number of its employees or its internal security practices.

4.10.4. Air Force management rights and responsibilities:

4.10.4.1. Air Force management retains the right to determine work methods, assign work, and make other decisions basic to efficient management and the accomplishment of the Air Force's national security mission.

4.10.4.2. Air Force management also retains the right to direct its employees; to hire, promote, transfer, assign, and retain employees; to suspend, demote, discharge, or take other disciplinary action against employees; to relieve employees from duties because of lack of work; to maintain efficiency of operations; and to take whatever actions may be necessary to carry out the mission of the Air Force during an emergency situation.

4.10.5. Responsibilities of management officials, supervisors, and civilian personnel officers:

4.10.5.1. Management officials and supervisors remain neutral in matters concerning union membership and representation matters, represent management in day-to-day work relationships, and deal with union representatives on matters within their jurisdiction.

4.10.5.2. Labor-management relations officers are the principal advisors to the commander and staff in labor relations matters. They represent the commander with unions and outside authorities and are responsible for training management officials and supervisors in their

duties, responsibilities, and obligations in the labor relations program.

4.10.5.3. Management may not restrain, coerce, or interfere with the rights of an employee; encourage or discourage membership in a union by discrimination in regard to hiring, tenure, promotion, or other conditions of employment; encourage or discourage membership in a union; discipline or discriminate against an employee who has filed a complaint or given testimony; refuse to accord appropriate recognition to a union; or refuse to consult, confer, or negotiate with a union.

4.10.5.4. The union may not interfere with, restrain, or coerce employees in exercising their rights or attempt to induce management to coerce employees in the exercise of their rights; coerce, attempt to coerce, or discipline, fine, or apply other economic sanctions against members of the organization as punishment or reprisal; call or engage in a strike, work stoppage, slowdown, or prohibited picketing; discriminate against employees with regard to membership because of race, color, creed, sex, age, or national origin; or refuse to confer, consult, or negotiate with management.

4.11. Leave and Time Off. REF: AFR 40-630; AFI 36-807; *Local Union Contract*, OPR: Commander, Supervisor, C&A: Civilian Personnel Office.

4.11.1. All civilian employees except those required for essential operations are excused without charge to leave on all federal holidays established by law. State and local holidays (including those observed in foreign countries) are regular workdays unless they are also federal holidays or unless an activity is closed by administrative order. See AFI 36-807, *Weekly and Daily Scheduling of Work and Holiday Observance*, for specific instructions on the observance of holidays.

4.11.2. As a commander, you may issue orders relieving civilian employees from duty on regular workdays under special circum stances:

4.11.2.1. When an emergency such as a fire, flood, or a storm warrants time off.

4.11.2.2. When repairs of equipment or work area conditions pre vent employees from performing their duties.

4.11.2.3. When employees must participate in an emergency rescue or perform work during an emergency such as fire, flood, riot, or search (3-5 days).

4.11.2.4. When civilian employees are called to emergency duty as members of the National Guard, the Civil Air Patrol, or similar organizations, they are allowed up to five days' absence without charge to leave. After five days, the absence is charged to annual leave.

4.11.3. Civilian employees may be granted annual leave, sick leave, or Leave Without Pay (LWOP). The amount of annual leave earned depends on the employee's years of service and number of hours in the regularly scheduled, basic work week. All full-time employees, regardless of their length of service, earn four hours of sick leave per pay period. Absences are charged to LWOP only when the employee specifically requests LWOP or when the employee does not have enough sick leave, annual leave, or compensatory time to cover an approved absence.

4.11.4. An unavoidable absence or tardiness of less than one hour may be excused for adequate reasons. This provision is intended to grant supervisors the authority to excuse absences due to severe weather, emergency, or unexpected occurrences such as flat tires and security alerts that caused traffic jams. As determined by the commander, employees may be excused for short periods to attend ceremonies or other convocations on the base in the interest of the Air Force.

4.11.5. Absence may also be authorized because of extremely hazardous or hot weather, voting or registering to vote, maternity, treatment of an injury received in the performance of duty, enemy action, a medical examination required for the federal service, blood donations, civil defense activities, selective service activities, military funerals, and other reasons. Whether the absence is excused or charged to annual leave, sick leave, or LWOP depends on the length of the absence and other circum stances. Ensure that all civilian personnel know the procedures they should follow to obtain leave. Except in cases of emergency, the employee must request annual leave in advance. Sick leave must be requested in advance for prearranged medical appointments. Standard Form (SF) 71, **Application for Leave**, is the leave form used by civilians. When time is charged to annual or sick leave, it may be recorded on the time card in one-fourth hour increments.

4.11.6. Establish leave schedules for civilians in January of each year. Ensure that employees are afforded their right to take annual leave and are not required to forfeit excess leave at the end of the leave year.

4.11.7. Ensure that abuses are handled promptly. Any absence where drug or alcohol abuse is suspected must be coordinated with the CPO and the social actions office.

4.11.8. Caution:

4.11.8.1. Never authorize a civilian employee to be absent without pay unless you have the specific right to do this. For more information on authorized absences, see AIR 40-630, *Absence and Leave*. Remember to review the local union contract before taking any action. Most contracts set forth procedures for requesting leave, working on holidays, releasing employees from work, and related matters.

4.12. Manager (Civilian) Training and Development. REF: AFI 36-401; *Local Union Contract*, OPR: Commander, Supervisor, C&A: Civilian Personnel Office Training Manager.

4.12.1. Manager training and development is a process in which growth of leadership qualities is promoted through a plan based on determined needs. This process includes planned actions to increase managers' competence and potential in:

4.12.1.1. Knowledge and skills stemming directly from the occupational disciplines being managed;

4.12.1.2. Knowledge and skills involving management processes, techniques, and systems cutting across occupational disciplines being managed; and

4.12.1.3. Conceptual skills and understanding required in building and maintaining a cooperative work effort.

4.12.2. As a commander, you must establish development policies for supervisors, mid-level managers, and senior executives, if applicable. Your policies should contain several key elements:

4.12.2.1. Identify all managerial and supervisory positions and the knowledge and ability requirements of these positions.

4.12.2.2. Assess those employees filling the positions identified above and provide for training and development to improve their abilities.

4.12.2.3. Identify resource requirements needed to maintain an effective development program.

4.12.2.4. Evaluate the development program to ensure progress toward established objectives.

4.12.2.5. Cooperate with the civilian personnel office in modifying the program to meet changing needs and objectives.

4.13. Merit Promotion System. REF: AFPD 36-2, *Local Union Contract*, OPR: Commander, Civilian Personnel Office, C&A: Supervisor.

4.13.1. A sound promotion program, properly administered and fully supported by managers and employees at all levels, is essential to the staffing of an effective and highly motivated civilian work force. The intent of merit staffing programs is to assure competitive selection from among the best qualified candidates, based on job-related criteria, after fair and open competition. It is intended that the system should emphasize competitive selection and foster employee confidence in the fairness of promotion decisions.

4.13.2. Promotions and placements into positions with known promotion potential are usually competitive. The relatively detailed procedures are designed to ensure selections are based solely on job-related criteria according to legitimate position requirements.

4.13.3. Each activity assigned a CPO must develop and publish a promotion plan for the positions serviced by that office. Positions not included in the plan are those positions covered by a DoD or Headquarters USAF career management program or an occupational group plan developed by Headquarters USAF or a MAJCOM for positions under its jurisdiction.

4.13.4. Identification, evaluation, and certification:

4.13.4.1. A selection-oriented job analysis identifies the knowledge, skills, and abilities (KSA) essential to the position being filled and the personal characteristics that are the best predictors of future job success. The process results in documentation of a relationship between job content and the KSAs and personal characteristics identified.

4.13.4.2. A Promotion Evaluation Pattern (PEP) is an objective statement of position requirements which employees are evaluated against for promotion. It states the requirements for basic eligibility in the screening process for evaluations based on applicable ranking factors, and for final relative ranking.

4.13.4.3. The screening factors set up by the PEP are applied to all competing employees.

4.13.4.4. The use of appraisal of work behavior (AF Form 860A, **Appraisal Factors-Manner of Performance**) is used in the final rank order process of the merit promotion system.

4.13.4.5. Air Force policy does not require an interview. Local plans or negotiated agreements should be consulted to determine appropriate requirements. If an interview is desired, it may be conducted by the supervisor or by a panel. If interviews are used, they are subject to the same validation requirements as other steps of the selection process (i.e., questions based on job-related criteria, KSAs of the position to be filled, etc.).

4.14. Performance Management Program. REF: A.I. 36-1001, OPR: Commander, Supervisor, C&A: Civilian Personnel Office, (Awards Program Manager).

4.14.1. Performance management is a continuous, systematic process by which commanders, managers, and supervisors integrate the planning, directing, and executing of organizational work with civilian personnel performance appraisals, pay, awards, promotion, and other systems. The process includes four phases:

4.14.1.1. Planning and assigning work.

4.14.1.2. Executing work and motivating employees.

4.14.1.3. Appraising individual performance and assessing organizational achievement.

4.14.1.4. Using the individual appraisal rating for personnel management decisions.

4.14.2. Commanders and supervisors should consult AFI 36-1001, *Managing the Civilian Performance Program*, and their CPO for details on the performance management program.

4.15. Position Classification and Position Descriptions/Core Documents. REF: AFR 40-511 and AFR 40-512, OPR: Commander, Supervisor, C&A: Civilian Personnel Office.

4.15.1. The purpose of position classification is to allocate a civilian position to a pay plan or pay system, occupational series, grade, and title. The Air Force has two major categories of appropriated fund positions: the General Schedule (GS) and the Federal Wage System (FWS).

4.15.1.1. General Schedule Positions. Salary rates are set by Congress for worldwide application on the principle of equal pay for equal work. The various classes of GS positions are defined in the standards by kind of work, level of difficulty and responsibility, and knowledge required to perform the work. GS managerial and supervisory positions in grades 13 through 15 that were designated as being part of the Merit Pay System are denoted "GM" rather than "GS", although the same classification standards were used for both.

4.15.1.2. Federal Wage System Positions. Personnel in FWS positions perform work in a recognized trade or craft, or unskilled, semi skilled, or skilled manual labor occupation. FWS positions include supervisory positions which have trade, craft, or labor experience and knowledge as the paramount requirements.

4.15.2. A major principle of classifying civilian positions is that each position will be described in terms of its component parts, including no more and no less than is necessary to meet mission requirements with maximum efficiency and economy.

4.15.3. The civilian personnel position description or core document is the key vehicle in the classification of the position. It states the principal duties, responsibilities, and supervisory relationships of a position.

4.15.4. The supervisor is responsible for determining the duty assignment of each position and for ensuring the accuracy of the position description, whether a standardized or an individually composed description is used. The

supervisor must promptly notify the servicing CCPO of any changes to the position description/core document.

4.15.5. The supervisor must provide a copy of the position description/core document to the incumbent. Acceptance by the employee, without comment, indicates acknowledgment that he or she is required to perform the duties and responsibilities described, and that they are generally accurate. The best time to achieve agreement on a position description/core document is when the employee first enters the job, or when the job is changed in some way.

4.16. Principles of the Civilian Personnel Program. REF: A.I. 36-101, A.I. 36-102, *Local Union Contract*, OPR: Commander, Supervisor, C&A: Civilian Personnel Office.

4.16.1. The objective of the civilian personnel program is to recruit, develop, motivate, use, and sustain a balanced, structured, and quality work force to carry out the Air Force mission efficiently and economically.

4.16.2. The authority to appoint, promote, reassign, demote, separate, and compensate employees paid directly from appropriated funds (known as the appointing authority) must be applied according to existing instructions. Such authority has been delegated to the commander of any organization to which a central civilian personnel program is assigned. An effective civilian personnel program adheres to the following principles:

4.16.2.1. People must be treated fairly and impartially without discrimination and with full regard for their dignity as individuals.

4.16.2.2. People will be recruited and placed in jobs for which they are best suited. They will be given opportunities for advancement, and all selections for promotions will be based on merit and fitness.

4.16.2.3. Employees and their recognized unions will be informed, insofar as possible, of plans and policies affecting them.

4.16.2.4. Employee evaluations will be based on established reasonable job requirements.

4.16.2.5. Working conditions will be safe and healthful as practicable, and employees are encouraged to express themselves concerning improvements in work methods or conditions.

4.16.2.6. Employees have the right to join or not to join unions.

4.16.2.7. Grievances will be heard promptly and fairly.

4.16.2.8. Employees are provided the opportunity for self-development, and advanced training will be provided when necessary and feasible.

4.16.2.9. Supervisors are part of the management team responsible for policy and basic management. Accordingly, supervisors will provide leadership, information, and proper work environment.

4.16.2.10. Employees and their unions share responsibility for sound management-employee relations.

4.17. Reduction-in-Force (RIF). REF: 5 CFR Part 351, *Local Union Contract*, OPR: Commander, Supervisor, C&A: Civilian Personnel Office.

4.17.1. The need for a reductions-in-force (RIF) may be caused by internal factors (such as the need to reorganize or a change in mission) or external factors (such as a reduction in agency authorizations and/or appropriations or the need to accommodate an individual with reemployment rights or restoration rights from an active duty military tour).

4.17.2. When RIF action is required, it is Air Force policy to:

4.17.2.1. Inform management officials and employees as soon as possible of plans or requirements for a RIF, or transfer of function (TOF), that may affect them.

4.17.2.2. Inform all employees of the extent of the competitive area, the instructions governing RIF and/or TOF, and the kinds of assistance available to employees who are affected.

4.17.2.3. Affect adversely as few employees as possible and disrupt the operations of an few organizations as possible, consistent with employees' assignment and displacement rights.

4.17.2.4. Retain qualified career employees when possible and provide fair treatment for all employees.

4.17.2.5. Give maximum assistance in obtaining other employment to all employees reached for RIF or who decline functional transfer offers.

4.17.3. In the event of a RIF, the commander determines the best way to organize work and assign duties to ensure mission accomplishment. The commander also determines functions and organizations that will be affected and ensures that all actions comply with instructions and directives.

4.17.4. A commander faced with a RIF action should immediately consult the civilian personnel officer. This individual is required to:

4.17.4.1. Determine competitive areas and levels,

4.17.4.2. Identify affected employees and determine their placement and retention rights,

4.17.4.3. Advise the commander, management officials, and employees of the various out placement programs, and

4.17.4.4. Accomplish all necessary personnel, position, and pay actions.

4.17.5. When RIF action is required, it should get immediate and special attention. The potential adverse effect on the workforce should be recognized and positive steps should be taken in the early stages to avoid or ease it. Close contact with civilian personnel officials and employee organizations is absolutely essential. Procedures in the local union contract must be care fully followed.

4.18. Responsibility and Conduct. REF: Joint Ethics Regulation, OPR: Commander, Supervisor, C&A: Civilian Personnel Office.

4.18.1. Standards of responsibility and conduct for public servants are based on the principle that holding a public office represents a public trust earned by adherence to reasonable standards. Accordingly, the Air Force requires each employee to adhere to prescribed standards of conduct in all official matters. At the same time, the Air Force will avoid involvement in the employee's private affairs unless involvement is required by status or instruction.

4.18.2. Commanders and supervisors at all levels should be aware of the following selected standards of conduct:

4.18.2.1. Employees are obligated to follow orders and instructions.

4.18.2.2. Employees are obligated to furnish testimony or information to authorized representatives.

4.18.2.3. Employees are authorized to participate in public or civic activities to support or oppose causes, policies, or programs of the government as long as participation does not interfere with mission accomplishment, bring discredit to the Air Force, or interfere with the duty performance of other employees. Authorized activities include voting; displaying a political picture, sticker, badge, or button; attending a political convention, rally, fund-raising function, or other political gathering; or taking an active part, as a candidate or in support of a candidate, in a nonpartisan election.

4.18.2.4. Employees are expected to discharge their financial obligations in a timely manner. However, the Air Force cannot divert any part of an employee's salary to pay a private debt except to enforce the legal obligations of providing child support or making alimony payments.

4.18.2.5. Employees are obligated to be present for duty unless there is authorization for absence.

4.18.2.6. Employees are expected to comply with reasonable apparel and grooming standards that derive from considerations of health, safety, and type of position occupied.

4.18.2.6.1. Any prohibitions by supervisors must clearly show that the prohibitive items contribute to an unsafe, nonproductive, or disruptive work environment.

4.18.2.6.2. The personal disfavor of supervisors for styles and modes of dress and grooming is not an adequate criterion for making a prohibition.

4.19. Supervision of Civilian Personnel. REF: AFI 36-102, AFI 36-106, AFI 36-107, AFI 36-704, *Local Union Contract*, OPR: Supervisor, C&A: Civilian Personnel Office, Staff Judge Advocate.

4.19.1. The supervision of civilians calls for application of the same basic principles as the supervision of military personnel. However, since different laws and instructions govern civilian personnel, you must learn the special procedures for such actions as filling positions and promoting and disciplining personnel. These procedures are based on laws and instructions, and you must follow them and document your actions.

4.19.2. The supervisor normally maintains an employee work folder that may contain the following records:

4.19.2.1. AF Form 971, **Supervisor's Employee Brief** (computer-generated).

4.19.2.2. Training records.

4.19.2.3. Complaints of indebtedness.

4.19.2.4. Leave schedules.

4.19.2.5. AF Form 1378, **Civilian Personnel Position Description** (computer-generated).

4.19.2.6. SF Form 52, **Request for Personnel Action**.

4.19.2.7. Employee performance appraisal file and backup information. AFI 36-106, *Supervisor's Records* (PA), contains a description of these records.

4.19.3. Supervisors may request certain actions concerning civilian personnel and their positions. These actions are classified into the following four areas, which overlap somewhat:

4.19.3.1. A *personnel action* is an action that more directly affects the employee rather than the position. Examples of personnel actions are to fill a position, to place an employee on a detail or on a nonduty/nonpay status, to return an employee to duty, to change an employee's record, and to separate the employee from federal service.

4.19.3.2. A *position action* affects the employee's current job. The four basic position actions are to establish a position, to review it, to abolish it, or to record changes in the position.

4.19.3.3. AFI 36-704, *Discipline and Adverse Actions*, defines an adverse action as an action initiated by management to remove, suspend, furlough for 30 days or less, or reduce the grade or pay of a person.

4.1920.3.4. A *disciplinary action* is an action taken by management to correct an employee's deficiencies in performance or conduct. Some disciplinary actions are adverse actions as well. The five types of disciplinary actions are oral admonishment, written reprimand, suspension, reduction in rank, and removal. (For additional information, see the section on "Unacceptable Performance" in this chapter.)

4.19.4. Any of the above actions must meet the following four considerations:

4.19.4.1. They must have an identifiable current cause of action.

4.19.4.2. They must be reasonable, fair, and consistent with law, instruction, and policy.

4.19.4.3. They must be timely.

4.19.4.4. They must be based on defensible ground.

4.19.5. Management assumes the burden of providing the validity of the cause of action, the reasonableness of the penalty and type of action, and the timeliness of the action.

4.20. Unacceptable Performance. REF: AFI 36-1001, AFR 39-10, AFI 36-704, *Local Union Contract*, OPR: Commander, Supervisor, C&A: Civilian Personnel Office.

4.20.1. Civilian personnel who do not perform acceptably on the job can be removed for cause. The procedures establishing cause must be carefully followed if the action for removal is to succeed. The procedures for removing civilian personnel are similar to the procedures under AFR 39-10, *Administrative Separation of Airmen* (PA), for removing airmen who do not perform satisfactorily. There are noticeable differences, however. Also, in the case of civilian personnel, you coordinate with the civilian personnel office rather than the CBPO.

4.20.2. The procedures for removing civilian personnel for unacceptable performance differ depending upon whether the employee is working in the initial probationary period or is a career employee.

4.20.2.1. When the employee is working in the initial probationary period, contact the civilian personnel office and talk to the personnel specialist about the employee's shortcomings. If the employee's performance does not improve above an unacceptable level, removal from the job is indicated. Be sure to begin corrective action at the first signs of unsatisfactory performance. The fact that the new employee cannot do the job satisfactorily should be discovered during the probationary period, since removal is easier during this one-year period.

4.20.2.2. When the employee has passed the initial probationary period, removal is still possible, but the procedure is more difficult and time consuming. The procedure is based on the employee's failing to meet one or more of the critical job performance elements on the work plan developed at the beginning of the rating cycle. Take the following steps:

4.20.2.2.1. Don't wait until the end of the rating period. As soon as it is apparent that the employee is failing to meet a critical element, discuss the problem. This discussion should serve two purposes: first, to define in specific terms how the employee's performance is deficient; and second, to develop a course of action that will enable the employee to improve performance in the deficient area(s).

4.20.2.2.2. The course of action should give the employee a fair chance to improve and meet the standard(s). This could require as little as 30 days or much more time depending on the nature of the element in question and how frequently it is performed.

4.20.2.2.3. Maintain a complete record of how and when the employee fails to meet the performance standards. If adverse action becomes necessary, the notice to the employee must contain specific examples and dates of work performance that did not meet the required standards, and the documentation serves as evidence if the adverse action is appealed.

4.20.2.2.4. If the employee continues to fail to meet the critical elements after being given a reasonable opportunity to demonstrate acceptable performance, the supervisor provides the employee with a 30-day advance written notice of proposed action (demotion or removal), identifying the critical element or elements in question and the specific instances of unacceptable performance. The proposed action must be based only on unacceptable performance during the one-year period ending on the date of notice. A written decision is issued within 30 days after the expiration of notice. The supervisor, in conjunction with the civilian personnel office, makes the decision to take one of the following actions:

4.20.2.2.4.1. Reassign or demote the employee (only if the requirements for the new position are sufficiently different so that the employee can reasonably be expected to perform satisfactorily on the new job).

4.20.2.2.4.2. Remove the employee.

4.20.3.   *NOTE:* AFI 36-704, *Discipline and Adverse Actions* (PA), covers disciplinary actions taken for behavior or conduct violations.   AFI 36-1001, *Managing the Civilian performance Program*, covers performance-based actions.   This can be confusing because you can take a disciplinary action for some types of performance problems, for example, failure to meet suspenses (failure to comply with proper orders).

4.20.4.   Basically, if the employee *can't* do the job, refer to AFI 36-1001. If the employee *can but won't*, refer to AFI 36-704. Even in the latter case, you may still want to use AFI 36-1001, because the burden of proof is less and the penalty is not subject to mitigation. (We said it was confusing; that's why you need the civilian personnel office.)

Chapter 5

Using Local Assistance

5.1. Purpose. This chapter surveys services provided locally on most Air Force bases. These services include traditional staff agencies such as the chaplain and supply, and miscellaneous services such as those provided by the Housing Referral Office and Military Affiliated Radio System (MARS). These services are arranged in alphabetical order and described briefly.

5.1.1. As a commander or major supervisor, you should get to know the key people in each of the service agencies and promote friendly relations with them. You will find that a kind word spoken at the right time and in the right place often gains more support than a complaint. The real payoff will come when you are pressed to solve an important problem or take action without delay.

5.2. Aid Societies:

5.2.1. The local American Red Cross Chapter and the local branch of the Air Force Aid Society provide help in personal emergencies. The Red Cross supports and supplements Air Force activities concerned with the morale, health, and welfare of Air Force people and their families. Representatives of the Red Cross act as a communications link between military members and their families in an emergency when direct communication is not possible. They provide information about emergency leave and extensions of such leave. The Red Cross also obtains information about members of families when they cannot be located or there is concern about their welfare.

5.2.2. When an Air Force member must make a sudden trip home be cause of an emergency in the immediate family, the Red Cross will provide financial assistance to help defray travel expenses upon the commander's approval of leave and financial aid. The Red Cross also gives financial aid for basic maintenance (food and shelter) when military pay and allowances are not received be cause of unforeseen circumstances. When a member cannot be given help through the Red Cross and other community resources are not available, the Air Force Aid Society provides emergency financial assistance.

5.3. Area Defense Counsel:

5.3.1. The Area Defense Counsel (ADC) is a judge advocate whose responsibility is to act as defense counsel for military personnel. The ADC is a separate function from the base legal office and in fact is required to be physically separate from the Office of the Staff Judge Advocate. The ADC is assigned to the US Air Force judiciary, which is part of Headquarters USAF, and is responsible directly to the circuit defense counsel and other officials in Headquarters USAF.

5.3.2. The ADC's primary duty is to act as defense counsel in courts-martial and investigations. (See Article 32, UCMJ.) The ADC is also available to advise personnel who are being recommended for administrative discharge under AFR 39-10, *Administrative Separation of Airmen* (PA). Similarly, the ADC is used when a suspect in a criminal interrogation requests a lawyer.

5.4. Central Civilian Personnel Office:

5.4.1. The civilian personnel officer (CPO) directs the activities of the central civilian personnel office (CCPO). The commander relies on the CPO to execute the civilian personnel program according to law, executive orders, regulations, instructions, and established standards; more precisely, however, the CPO influences rather than controls the program. The CPO provides staff leadership in developing and implementing programs, provides all necessary civilian personnel administration services for employees assigned or attached, and provides effective professional advice and assistance to management officials. In providing these services, the CAPO does not assume the management responsibilities of supervisors.

5.4.2. The major offices and functions of the CAPO include employee/management relations (services), staffing/placement, position management, administration personnel systems, equal employment opportunity, and training and development. Employee/management relations include the performance evaluation program, appeals and grievances, performance awards, labor relations, environmental matters, disciplinary programs, and alcohol and drug abuse pro grams. Staffing/placement includes position actions, recruitment, the merit promotion program, reductions in force, performance appraisal, priority placement, and security requirements. Position management includes position evaluation/classification and standards development; classification appeals; job description preparation; and control of manpower resources, man-years, and ceilings. Administration/personnel systems include pay, travel, leave, and maintenance of personnel manuals, instructions, and regulations as well as computer system updates. The Equal Employment Opportunity Program includes regulatory provisions and compliance, Federal Women's Program, Hispanic Employment Program, Black Employment Program, processing and filing complaints, counseling, affirmative actions, and investigating complaints of discrimination. Training and development involves general manager development, executive development, special management training,

factory training, apprentice and internship training, work study/self-development, and the college relations program.

5.4.3. The civilian personnel officer and the CCPO staff provides staff leadership in developing and implementing programs on behalf of the commander. Therefore, before supervisors take any action having legal, regulatory, or policy implications, they must consult the CCPO to ensure proper action.

5.4.4. You can find a listing of basic program areas and related functions in AFR 40-104, *The Central Civilian Personnel Office* (CCPO).

5.5. Chaplain:

5.5.1. Base chaplains help you fulfill your responsibility for the spiritual and moral welfare of the members of your command. They administer the religious programs, provide religious ministry to military personnel and their dependents, and offer counseling. Although specific information obtained during a counseling inter view is privileged, a chaplain can be an invaluable resource for you in evaluating and understanding the organizational, institutional, and individual dynamics often involved in the general problems common to military life.

5.5.2. Commanders should refer airmen and officers who encounter any type of difficulty with personal or interpersonal problems. Since chaplains represent minimal threat as figures of authority, they can frequently facilitate a more pleasant and productive environment for the commander and the individuals involved.

5.6. Civil Engineer:

5.6.1. Base Civil Engineer (BCE) provides essential facility and utility services to support the mission. The host BCE approves and either contracts for or performs maintenance, repair, and minor construction on all base facilities. The BCE provides advice on the cost and feasibility of self-help work. Remember, work orders must be approved by the BCE before starting self-help work.

5.6.2. Base engineering is also the focal point for space allocation and use. Additionally, they are responsible for the base utility conservation program, a comprehensive program to conserve all forms of energy. Other services include sanitation, entomology, environmental compliance, crash rescue, and fire protection. The BCE also authors the base comprehensive facilities plan. Unit needs for new facilities must be approved through the host's established process prior to submission to the MAJCOM for inclusion in the budget.

5.6.3. Civil engineering also authors the base's long-range facilities plan. Any unit needs for new facilities must be approved through a budgeting process monitored by this organization.

5.7. Communications:

5.7.1. The communications squadron handles a variety of services for the base, including switchboard, message center, air-to-ground radio, data automation, air traffic control, and MARS stations. They are responsible for installing and maintaining user systems such as land mobile radios, very high frequency (VHF) radios, telephones, and public address systems and for providing guidance on personal computers for the office. The operations and maintenance branches handle daily services, whereas the plans and programs branch handles new requirements.

5.8. Contracting Office:

5.8.1. The contracting office provides local purchase support as authorized by law and reference for the assigned base mission. Local purchase authorization short circuits the centralized supply/service cycle, allowing local acquisition of needed parts and services. Commanders are involved because in performing individual missions their units generate requirements that will require local purchase support. Because each base has extensive service contracting for many of its support functions, commanders must be aware of their responsibilities relative to contracting.

5.8.2. The contracting office does not generate requirements for sup plies or services, nor does it write the specifications or work statements. Commanders determine needed supplies or services and submit requests through appropriate channels. If the needed supply or service must be a particular brand or source, the commander must provide a "sole source justification" explaining why another brand name item will not suffice. Commanders must plan their requirements allowing sufficient time for the supply system to provide the item, civil engineering to provide the service, or the contract's function to accomplish all actions required by law and reference: advertising time, bid time, bid analysis time, and contractor performance time. Deficiencies of any kind only serve to delay the time the item or service is available to the requiring organization.

5.8.3. Many base support functions are contracted (food service, janitorial services, refueling/defueling services, housing administration and maintenance, refuse collection and disposal, and base wide operations and maintenance services). Commanders will often observe contractor performance; for example, janitorial services for common-use areas in the barracks. By law, only "duly appointed" contracting officers are authorized to obligate government funds. Should a commander direct a contractor to do something either directly or by suggestion that the contractor construes to be directive, the commander may be held responsible monetarily unless the order is ratified (made legal) by the MAJCOM commander. The commander should contact the base contracting officer or Quality Assurance Evaluator (QAE) when there is poor performance or nonperformance by a contractor. The QAE

is a representative of the contracting officer who monitors performance for the government. Unit members may be appointed QAEs to monitor contracts in their area of expertise.

5.8.4. The contract repair services branch is the only contracting function that commanders usually deal with directly. For sup plies and services requirements, commanders send requisitions through base supply or civil engineering, respectively. However, for repair of furniture, office machines and equipment, and other items authorized for local repair, the commander will process an AF Form 9, **Request for Purchase**, directly to contract maintenance.

5.9. Education Services:

5.9.1. The education office provides information to Air Force personnel about the education services programs and the opportunities that are available. Whenever possible, commanders should provide maximum motivational guidance for participation in off-duty education. They should also arrange for an education services representative to speak periodically at commander's call.

5.9.2. The Career Advancement Program (CAP) provides education programs to develop basic job-related skills needed for satisfactory job performance, the ability to compete on promotion tests, and the ability to deal with associates. The commander plays a key role in identification of potential CAP students.

5.9.3. There are numerous on-base educational opportunities to obtain postsecondary credits. Cooperating colleges and universities offer programs from the vocational/technical levels through graduate levels.

5.9.4. Tuition assistance is available in two forms: (1) Air Force tuition assistance or (2) the In-service VA Educational Benefits Program. Check with your educational services representatives for the specifics of each program.

5.9.5. Credit-by-examination is available by successful completion of the College Level Examination Program (CLEP). The examinations are free to active duty personnel. It is not uncommon for an airman to gain from 30 to 50 semester hours of college credit through testing.

5.9.6. The Community College of the Air Force (CCAF) provides educational programs that relate directly to the Air Force specialties of enlisted men and women. By combining Air Force technical training with complementary courses already available through local off-duty educational service programs, CAF has developed over 80 programs in management and selected academic subjects that enable airmen to work more effectively and develop their leadership potential. The CAF *General Catalog*, available at the education office, provides specific details on CAF pro gram requirements and registration procedures.

5.10. Family Support Centers:

5.10.1. Family Support Centers (FSC) are focal points for all assistance programs and activities that influence Air Force members and their families. Commanders have a responsibility to provide a reasonable quality of life for Air Force members and their families. (See AFR 30-7, *Family Action Information Board [FAIB] and Family Support Center [FSC]*).

5.10.2. FSCs provide the following services a commander may need to use:

5.10.2.1. Maintain a complete listing of all base and community facilities and services available to serve members.

5.10.2.2. Provide counsel and referral assistance for families with marital or child behavioral problems.

5.10.2.3. Provide a focal point for solving family problems when the Air Force member is on TDY, on alert, or on a remote assignment. The FSC assists the unit in helping families cope with problems associated with family separation.

5.10.2.4. Provide a family focus to the individualized newcomer treatment and orientation (INTRO) program, train families to assist this sponsorship program, and provide up-to-date worldwide Air Force base information.

5.10.2.5. Link families with the Personal Financial Management Program (PFMP) to ensure that they are capable of determining financial priorities and making financial decisions as a family, and that they are equipped to do long-range financial planning.

5.10.2.6. Give spouse employment training, consultation, and information. FSCs maintain information about the local job market and employment agencies.

5.10.2.7. Know what programs exist to support families with children having special developmental or educational needs. They provide appropriate educational assistance to families with non-English-speaking members.

5.10.2.8. Develop programs and courses that include all family members and cover the full spectrum of family life.

5.11. Financial Management and Comptroller (FM):

5.11.1. The comptroller is the key advisor for all financial and fiscal matters and can provide valuable advice and assistance. The comptroller's division is usually divided into the following major areas: budget, accounting and finance, and cost and management analysis.

5.11.2. The budget officer's responsibilities include budget preparation, financial planning, budget administration,

resources management system training, and resources management team visits. In addition, the budget officer is usually the chairperson of the Financial Working Group and schedules and briefs the Financial Management Board.

5.11.3. Accounting and Finance is responsible for specialized ac counting in accordance with public law, assistance with financial management, and disbursement of payments for travel, military pay, and civilian pay.

5.12. Housing Referral Office:

5.12.1. The housing referral office provides military members with personalized service to assist them in locating suitable nondiscriminatory community housing available for rent or sale; provides information concerning such community facilities as schools, parks, churches, and transportation; and counsels personnel on their eligibility for FHA and VA loans.

5.12.2. Complaints involving off-base housing should be investigated immediately and thoroughly. Investigation and mediation of minor complaints are handled by the housing referral office, if possible. Serious complaints are reported to the installation commander for further investigation and action.

5.13. Medical Facility:

5.13.1. You will be deeply concerned with medical support for members of your command and their dependents. The primary mission of the medical service is to provide the medical support necessary to maintain the highest possible degree of combat readiness and effectiveness for the Air Force. This mission includes tactical medical support, medical and dental care, veterinary service, flight/missile medicine, aerospace physiology, and environmental health services for all eligible personnel in satellite, tenant, or assigned units.

5.13.2. The US Air Force Medical Service is composed of medical centers, regional hospitals, and base medical facilities. Where medical resources are not available at the base level, the attending physician may obtain consultative service from a regional or area medical facility, or transfer the patient to a facility where the required care is available.

5.13.3. Air Force members and their dependents may be authorized medical care from civilian sources. If medical care is beyond the base hospital's capability or cannot be obtained in a reason able time, or if it is not cost-effective to transfer the member to a military regional hospital or medical center, the member on active duty status may be referred to local civilian sources of medical care. Care may also be provided to dependents under the Civilian Health and Medical Program of the Uniformed Services (CHAMPUS) only if the member is on active duty for greater than 30 days.

5.13.4. Medical personnel support special programs which have significant impact on your command. These are listed below:

5.13.4.1. Child advocacy-AFR 160-38, *Family Advocacy Program*.

5.13.4.2. Physical fitness and weight control-AFI 40-502, *The Weight Management Program*.

5.13.4.3. Rehabilitation of drug/alcohol abusers.

5.13.4.4. Drug abuse control-AFI 44-120, *Drug Abuse Testing Program*.

5.13.4.5. Pseudofolliculitis barbae (shaving waivers) management-AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*.

5.13.4.6. US Air Force health education.

5.13.5. The physiological training program familiarizes aircrew members with the physiological, physical, and psychological stresses of military aviation and prepares them to meet these stresses successfully.

5.13.6. Environmental health services are comprised of environmental medicine and bioenvironmental engineering designed to protect and promote the health of the total base community and to maintain surveillance over the effects of environmental quality.

5.14. Military Affiliated Radio System:

5.14.1. The communications squadron offers a service especially useful to members stationed overseas-free communications.

5.14.2. Two types of traffic may be passed on the MARS network: written messages and phone patches (voice radio transferred to telephone circuits). Written messages can be sent to any location in the United States or to any overseas US military installation with MARS facilities. Phone patches can reach most locations in the United States.

5.14.3. Personal calls are passed from MARS by commercial telephone circuits to the party to be contacted. If there is a toll charge, the party called is asked to accept the charge before the phone patch is completed. If the call is placed for official business or is a personal call to a military hospital, military communications circuits are used. You can initiate MARS service by simply calling the nearest MARS station.

5.14.4. You should not advertise MARS service through the newspaper or on the radio. Instead, post a notice about MARS service on unit bulletin boards or announce these services at unit gatherings.

5.15. Military Personnel Flight:

5.15.1. The Military Personnel Flight (MPF) is the single management agency for all base-level actions involving military personnel. As a commander, you must establish a good working relationship with the MPF chief. This person can be especially   helpful in actions involving the assignment and reassignment of military personnel and with personnel contacts within the Air Force Military Personnel Center (AFMPC).

5.15.2. Each MPF has a customer service center to expedite service. When your people go to this center, they will get an immediate answer to their questions, or they will be referred to a MPF specialist who can supply the answers or the services needed.

5.15.3. The average base MPF has six sections of interest to the user:

5.15.3.1. The Customer Service section is the focal point for all walk-in customers. Within this section, the member's military personnel records are maintained. This section also provides basic training to the units for the use of Personnel Concepts III (PC-III), and serves as focal point for the Intro/Newcomers program.

5.15.3.2. The Career Enhancements section deals with all subject matter which corresponds with advancement or regression of your career, while with the unit. More specifically, they deal with promotions, demotions, enlisted and officer performance reports (EPRs/OPRs), reenlistments, and line of duty determinations.

5.15.3.3. The Employment section concerns themselves with inbound assignments, and manning control. They serve as the "gatekeeper" for your gain into the unit. Employment also manages the retraining program.

5.15.3.4. The Relocations section deals with outbound actions, which include both TDY and PCS. Relocations also deals with the accession of personnel into the Air Force Reserve.

5.15.3.5. Base Training has a myriad of responsibilities. They are very active in on-the-job training (OJT), enlisted specialty training (EST), education (limited to Montgomery GI Bill, DANTES, etc.) and control testing procedures. Manday usage is monitored by this function, and of course formal schools are requested by them as well. Within the Air Force Reserve, Base Training also manages the Teletraining/Telenetwork (TNET) system, which allows for distance training, and networking face-to-face with other reserve locations throughout the CONUS.

5.15.3.6.   Finally, Personnel System and Readiness, provides the MPF in-house management over the computer systems employed. The Readiness aspect manage mobility and deployment concerns.

5.16. Office of Special Investigations:

5.16.1. The Air Force Office of Special Investigations (OSI) is responsible for investigations of espionage, sabotage, and sub version; counter intelligence and related investigative activities; major criminal matters; and internal security investigations.

5.16.2. Within the Air Force, investigations of alleged major offenses committed against a person, personal property, or the US government or its property as defined by reference or law and in accordance with jurisdictional agreement are conducted as requested by commanders. OSI assists commanders by preparing interim or final reports to keep them advised of trends, patterns, irregularities, and offenses as a means of maintaining the security of personnel and resources.

5.16.3.   OSI collects information of investigative and counterintelligence significance and information pertinent to the security of overseas US Air Force installations. It maintains liaison with, and provides requested assistance to, other US and foreign government agencies in law enforcement, intelligence, and counterintelligence. Distinguished visitor protective services for senior US Air Force officials, other US government offices, and foreign dignitaries are provided when requested by proper authority.

5.17. Public Affairs Office:

5.17.1. The information program operates in three areas: internal information, public information, and community relations.

5.17.2. The internal information program is designed to give each member of your unit a better understanding of the important role and missions being performed by the Air Force Reserve and your organization. Information on such topics is given primarily through the unit newspaper and commander's call.

5.17.3. The purpose of the public information program is to give the public unclassified information about the Air Force Reserve.   The principal means are speeches, statements, interviews, news and feature stories, and photographs.

5.17.4. The third kind of information program, community relations, is designed to help win support for your unit mission in the local community.   Employer support programs are essential to every reserve unit.   The information officer will advise you about such a program.

5.17.5.   To get the most from the total public affairs program, remember these things:

5.17.5.1. Use the unit and local newspapers to obtain publicity for your unit. Recognition is one of the best means for motivating your people.

5.17.5.2. Use the editorial section of the unit newspaper to get across your point of view on a particular topic.

5.17.5.3. Contact your public affairs officer before releasing any stories to the press.

5.17.6. The public affairs officer certifies releasability of information and protects Air Force members from inadvertently violating security or policy requirements in official or unofficial releases.

5.18. Relocation Assistance:

5.18.1. Each Air Force base with at least 500 Department of Defense personnel assigned, has an extensive relocation assistance program. These services include Pre-PCS information, counseling services, Post-Arrival Settling Services which includes a lending service of housing essentials (e.g., dishes, pots, pans, cots, etc.) until household goods have arrived on station.

5.18.2. They also maintain information concerning the loan facilities at every major Air Force installation in the world. You can ensure maximum use of this valuable program by including mention of it in your orientation briefing and by occasional announcement at commander's call. Your assistance is also needed in stressing the need for volunteer workers for this program. The base director of personnel is the Office of Primary Responsibility (OPR) for the family services program.

5.19. Security Police:

5.19.1. The security police squadron at your base has five main areas of responsibility: to provide security for the installation and its resources; to protect Air Force combat capability; to maintain military law and order; to safeguard classified information and material in custody of military units and DOD contractors; and to provide personnel security, management of classified materials, and censorship.

5.19.2. The standard security police unit is divided into two branches. The operations branch performs general protective and security functions such as safeguarding weapons, protecting facilities, and controlling vehicles and traffic. The administrative security branch handles information security, personnel security, industrial security, and similar administrative matters.

5.19.3. When one of your people gets into trouble, the security police will usually fill out a DD Form 1569, **Incident/Complaint Report**. This report is also indicated on an AF Form 53, **Security Police Desk Blotter**, which is maintained by security police. It is to your advantage to review the blotter. (Be aware the base command er reviews the incident reports and the blotter each morning for disciplinary trends).

5.20. Services Division:

5.20.1. The chief, base services division, provides overall management for linen exchange, lodging, and dining facilities. The services officer has responsibility for many of the services that directly impact your unit personnel. Visit service facilities and use the services.

5.20.2. A large number of your enlisted personnel will use the dining hall. Therefore, you must use the dining hall to evaluate the quality of service provided to your people. It is best to visit at different times so you get a representative sampling of all meals. Critiques, good or bad, should be given to the food services officer.

5.20.3. Each airman in the unit is authorized a daily allowance of food provided by a government operated dining facility or a Basic Allowance for Subsistence (BAS) in lieu of meals. Enlisted members drawing BAS are permitted to purchase meals in the dining facility. Only the base commander may authorize dependents and guests of enlisted personnel or officers to eat in the dining hall.

5.20.4. The services officer also functions as the mortuary affairs officer. He or she is assisted by the CAPO personal affairs section. Additionally, the services officer acts as the base liaison officer in handling complaints and providing suggestions for the operation of the base exchange system.

5.20.5. The base Services (SV) program is responsible for the administration of club operations, recreation supply, and recreation activities, and for the central administration of all nonappropriated funds. (See AFPD 34-1, *General Morale, Welfare, Recreation, and Services Programs*).

5.20.6. Maintaining high morale is an essential adjunct to accomplishing the overall Air Force mission. Commanders must ensure that SV programs provide all assigned personnel and their de pendents with a variety of activities and facilities that meet their needs.

5.21. Social Actions Office:

5.21.1. The Social Actions Office functions on behalf of the entire Air Force community. All commanders must be concerned for the well-being and morale of individuals, groups, and families in their command. The role of the social actions office is to assist the commander in conducting programs on drug and alcohol abuse/rehabilitation, equal opportunity and treatment, and human relations education. Senior installation commanders are responsible for establishing a social actions office and carrying out an effective social actions program. All subordinate commanders support the social actions program

and ensure that social actions concepts are integrated into the organization's mission at all levels.

5.22. Staff Judge Advocate:

5.22.1.   The Staff Judge Advocate's (SJA) major responsibility is to advise you about administering justice throughout your command. In addition, the SJA handles claims, reviews line of duty determinations, reviews administrative board proceedings, advises on nonappropriated funds, provides legal assistance to Air Force personnel in personal matters (such as drawing up wills or adopting children), provides consultant services on morale and discipline, and assists in interpreting contracting laws.

5.22.2. Be sure to consult the Office of the Staff Judge Advocate before you administer punishment under Article 15 or take any other disciplinary action. Remember that it takes time to process any kind of punishment.

5.23. Supply:

5.23.1. The mission of supply is to provide effective and efficient supply, equipment, and fuels support to the entire base. Getting to know the intricacies of the Air Force supply system will pay big dividends when your people have the tools to do the job.

5.23.2. The customer service center provides a single point for customer questions, complaints, and assistance. The materiel support section encompasses bench stock and repair-cycle management along with the receipt of customer requests through the demand processing unit. The retail sale section consolidates the base service store, tool issue, and the individual equipment unit under one manager. Processing equipment requests, maintaining custodian receipt listings, and monitoring excess equipment are other functions of this branch.

5.23.3. The management and procedures branch conducts and monitors training within supply as well as training of the supply customer. Customer training encompasses equipment custodial duties, supply/customer relationships, basic supply procedures, and the use of management products. This branch has management control of the general and systems support division of the Air Force stock fired.

5.23.4.   The materiel management branch has prime responsibility for the accounting, monitoring, and storing of all War Readiness Materiel (WARM), War Readiness Spares Kits (WRSK), and mobility type assets. This branch also includes Mission Capability (MICAP) management, stock control, and engine management. The special asset management section consolidates the WRSK, mobility bag, and weapons management under one function.

5.24. Transportation:

5.24.1. Transportation management at base level involves management and operation of the motor vehicle fleet; maintenance of motor vehicles; management of interbase movement of people, cargo, and household goods; and materiel handling and packaging.

5.24.2.   The three primary base-level transportation functions are vehicle operations, vehicle maintenance, and traffic management. Vehicle operations provides bus and taxi services and driver training. Vehicle maintenance keeps the squadron fleet in good shape.   Traffic management handles PCS household goods shipments and military surface freight cargo.

6.1. Critique. AFRES Commander's Handbook:

1. How many people do you command or supervise?

2. The level of understanding is:

> a. Too easy
> b. Too difficult
> c. Just right

3. Are you aware of any other publication(s) of a similar nature?

> a. Yes (Please list the title)
> b. No

4. What is your opinion of Chapter 1, "Taking Command?"

> a. Excellent
> b. Average
> c. Poor (Please explain)

5. What is your opinion of Chapter 2, "Leadership - The Key to Mission Accomplishment?"

> a. Excellent
> b. Average
> c. Poor (Please explain)

6. Are there any subject areas that you would like to see added to Chapters 3 and 4? (Please list)

7. What is your opinion of Chapter 5, "Using Local Assistance?"

> a. Excellent
> b. Average
> c. Poor (Please explain)

8. Are there any services or agencies that you would like to see added to Chapter 5? (Please list)

9. Please provide any additional comments on this handbook that you would like to see.

Return the completed critique to:

HQ AFRES/QIC
155 Second Street
Robins AFB GA 31098-1635

Thank You for your assistance!

Harvey O. Rosenmeier
Chief, AFRES Professional Development Center